

Meta-informações das revisões bibliográficas (2018)

Várias dessas informações não podem ser extraídas do artigo e devem ser obtidas via internet.

O artigo de revisão que você irá analisar nem sempre contém informações para todas as meta-informações, além das que você pode encontrar na web. Se ele não contiver, digite NADA no tópico correspondente.

As informações podem ser inseridas em inglês, como cópia do original (citar a página)

Salvar este artigo antes de inserir o conteúdo, com o título: SEP5843 2018 - análise revisão <nome do aluno> <ano, autor principal>

1. Referência completa do artigo

BAINES, T.; ZIAEE, A. B.; BUSTINZA, O.; SHI, V.; BALDWIN, J.; RIDGWAY, K. Servitization: revisiting the state-of-the-art and research priorities. *International Journal Of Operations & Production Management*, [s.l.], v. 37, n. 2, p.256-278, 6 fev. 2017. Emerald.

2. Autores (um registro por autor)

Tim Baines

2.1. Tipo: professor

2.2. Idade: +/- 60

2.3. Anos pesquisando no assunto: mais de 27

2.4. Instituição: Aston University - Birmingham, Inglaterra

2.5. Índice-h: 24

2.6. Colegas da mesma instituição: Ali Ziaee Bigdeli, Andreas Schroeder, Daniel Andrews, Angela C Marqui, Gillian Holmes, Panos Petridis, Chris Owen, Andrew Harrison, Des Evans, Jim Euchner, Patricia Garcia, Parikshit Naik, Katja Dmitrijeva, Torsten Dehn (<https://www.advancedservicesgroup.co.uk>)

2.7. Quantidade de artigos já publicados: 73

2.8. Outros artigos significativos (mais citados) sobre outros temas:

Scopus:

State-of-the-art in lean design engineering: A literature review on white collar lean (86)

Developing and evaluating a methodology for business process improvement (75)

State-of-the-art in integrated vehicle health management (53)

Improving supply chain performance through improved visibility (60)

Humans: The missing link in manufacturing simulation? (63)

Developing and evaluating a methodology for business process improvement (75)

2.9. Outros artigos significativos (mais citados) neste tema

State-of-the-art in product-service systems (817)

The servitization of manufacturing: A review of literature and reflection on future challenges (436)

Towards an operations strategy for product-centric servitization (176)

The servitization of manufacturing: A systematic literature review of interdependent trends (77)

Servitization of the manufacturing firm: Exploring the operations practices and technologies that deliver advanced services (70)

2.10. Co-autores recorrentes

Scopus:

Lightfoot, Howard W. (17)

Kay, John (9)

Ziaee Bigdeli, Ali (8)

Greenough, Richard M. (6)

Harrison, David K. (6)

Bustinza, Oscar F. (6)

Smart, Palie K. (5)

Ladbrook, John (5)

Benedettini, Ornella (5)

Ball, P. D. (4)

Ali Ziaee Bigdeli

2.11. Tipo: professor

2.12. Idade: -

2.13. Anos pesquisando no assunto: em torno de 10 anos

2.14. Instituição: Aston University - Birmingham, Inglaterra

2.15. Índice-h: 3

2.16. Colegas da mesma instituição: Tim Baines, Andreas Schroeder, Daniel Andrews, Angela C Marqui, Gillian Holmes, Torsten Dehn, Panos Petridis, Chris Owen, Andrew Harrison, Des Evans, Jim Euchner, Patricia Garcia, Parikshit Naik, Katja Dmitrijeva

2.17. Quantidade de artigos já publicados: 11

2.18. Outros artigos significativos (mais citados) sobre outros temas

Social media in emergency management: Twitter as a tool for communicating risks to the public (8)

2.19. Outros artigos significativos (mais citados) neste tema:

Servitization: revisiting the state-of-the-art and research priorities (16)

Servitization and competitive advantage : The importance of organizational structure and value chain position (14)

Organisational change towards servitization: a theoretical framework (1)

Interactively developed capabilities: evidence from dyadic servitization relationships (1)

Sustainability and scalability of university spinouts: A business model perspective (1)

2.20. Co-autores recorrentes:

Baines, Tim (8)

Bustinza, Oscar F. (4)

Baldwin, James Scott (3)

Guang Shi, Victor (3)

Ridgway, Keith (3)

Andrews, Daniel (2)

Petridis, Panagiotis (2)

Shi, Victorguang (2)

Barnett, J. (1)

Brown, Steve P. (1)

Oscar F. Bustinza

- 2.21. Tipo: professor
- 2.22. Idade: 46
- 2.23. Anos pesquisando no assunto:
- 2.24. Instituição: University of Granada - Espanha
- 2.25. Índice-h: 12
- 2.26. Colegas da mesma instituição
 - MARÍA DEL MAR FUENTES FUENTES
 - FRANCISCO JAVIER LLORENS MONTES
 - CARLOS ANTONIO ALBACETE SÁEZ
 - ANTONIA RUIZ MORENO
 - LEOPOLDO GUTIÉRREZ GUTIÉRREZ
 - MATILDE RUIZ ARROYO
 - ANA MARIA BOJICA
 - MARIA CARMEN HARO DOMÍNGUEZ
 - VIRGINIA FERNANDEZ PEREZ
 - M^a TERESA ORTEGA EGE
- 2.27. Quantidade de artigos já publicados: 33
- 2.28. Outros artigos significativos (mais citados) sobre outros temas
 - Exploring the relationship between information technology competence and quality management (8)
 - Copyright and creation: Repositioning the argument (4)
 - Using Data in Decision-Making: Analysis from the Music Industry (5)
- 2.29. Outros artigos significativos (mais citados) neste tema
 - Servitization: revisiting the state-of-the-art and research priorities (16)
 - Servitization and competitive advantage : The importance of organizational structure and value chain position (14)
 - Servitization, digitization and supply chain interdependenc (9)
 - Organisational change towards servitization: a theoretical framework (1)
 - Product-service innovation and performance: The role of collaborative partnerships and R&D intensity (1)
 - Adding value: How to develop a servitisation strategy in civil engineering (1)
 - Internationalization of product-service systems: Global, regional or national strategy? (1)
 - How does music as a digital service affect consumer attitude and behaviour? | [Servitización digital: Actitud y comportamiento del consumidor en la industria musical] (1)
 - Link channels or how to enhance upstream-downstream relations in servitized contexts | [Vinculación de servicios: cómo mejorar el funcionamiento de cadenas de valor producto/servicio] (2)
- 2.30. Co-autores recorrentes
 - Vendrell-Herrero, Ferran (17)
 - Parry, Glenn (12)
 - Baines, Tim (6)
 - Gutiérrez-Gutiérrez, Leopoldo J. (5)
 - Arias-Aranda, Daniel (4)
 - Barrales-Molina, Vanesa (4)
 - Myrthianos, Vasileios (4)

Ziaee Bigdeli, Ali (4)
Gomes, Emanuel (3)
Fernández-Pérez, Virginia (2)
Aranda, Daniel Arias (1)

Victor Guang Shi

- 2.31. Tipo: aluno (doutorado)
- 2.32. Idade: -
- 2.33. Anos pesquisando no assunto: pelo menos 5 anos
- 2.34. Instituição: University of Sheffield, UK
- 2.35. Índice-h: 3
- 2.36. Colegas da mesma instituição: Andrea Genovese, Robert Marchand, Andrew Brint, Tim Vorley, Liam Goucher, Francesco Ciardiello, Fabio Ciravegna, Chantal C Cantarelli, James Baldwin, Keith Ridgway
- 2.37. Quantidade de artigos já publicados: 6
- 2.38. Outros artigos significativos (mais citados) sobre outros temas:
Natural resource based green supply chain management (115)
Carbon footprint management for food supply chains: An integrated decision support system (1)
- 2.39. Outros artigos significativos (mais citados) neste tema
A Delphi study to explore the adoption of servitization in UK companies (15)
- 2.40. Co-autores recorrentes
Baines, Tim (4)
Baldwin, James Scott (3)
Petridis, Panagiotis (2)
Ridgway, Keith (2)
Uren, Victoria S. (2)
Ziaee Bigdeli, Ali (2)
Andrews, Daniel (1)
Bustinza, Oscar F. (1)
Cucchiella, Federica (1)
Koh, S. C. Lenny (1)

James Scott Baldwin

- 2.41. Tipo: professor
- 2.42. Idade:
- 2.43. Anos pesquisando no assunto: 18
- 2.44. Instituição: University of Sheffield, UK
- 2.45. Índice-h: 11
- 2.46. Colegas da mesma instituição:
Research Gate:
Andrea Genovese, Robert Marchand, Andrew Brint, Tim Vorley, Liam Goucher, Francesco Ciardiello, Fabio Ciravegna, Chantal C Cantarelli, Victor Guang Shi, Keith Ridgway
Site da Universidade de Sheffield:
Abdullah Alfaify, Adrian Allen, Luke Ashton, Sam Ashworth, Craig Atkins, Sabino Ayvar-Soberanis, James S. Baldwin, Bernd Baufeld, Andy Bell, Chris Bellamy, Malik Bensbai, Luke Berglind, Matthew Bower, Stephen Bowles, v, Matthew Broderick, Mike Bull,

Charles Carpenter, Thomas Corden, Dr Pete Crawforth, David Curtis, Matthew Cusworth, Javier Alejandro Dominguez Caballero, Nicolas Duboust, Mohamed El-Hofy, Gustavo A Escobar, Marco Franchino, Clara Mesquita Frias, Miguel Garcia, Rosemary S Gault, Zunmin Geng

2.47. Quantidade de artigos já publicados: 31

2.48. Outros artigos significativos (mais citados) sobre outros temas:

A cladistics and Linnaean exploration into the Darwinian selection of favorable varieties of the ideal / textbook manufacturing species (1)

The evolution of manufacturing SPECIES (3)

3D design support for rapid virtual prototyping of manufacturing systems (2)

Natural resource based green supply chain management (115)

Commercial aerospace supply chains: The empirical validation of an evolutionary classification scheme (7)

An evolutionary complex systems decision-support tool for the management of operations (7)

Communicative interaction as an instrument for integration and coordination in an aerospace supply chain (6)

The effects of communicative interactions on meaning construction in group situations (4)

Sustainable supply networks: A complex systems perspective (7)

Knowledge transformation, learning and changes giving competitive advantage in aerospace supply chains (11)

A cladistic classification of commercial aerospace supply chain evolution (26)

2.49. Outros artigos significativos (mais citados) neste tema

NADA

2.50. Co-autores recorrentes

Ridgway, Keith (22)

Allen, Peter M. (11)

Rose-Anderssen, Christen (9)

Strathern, Mark (6)

Varga, Liz (5)

Winder, Belinda (5)

Baines, Tim (3)

Murray, Robert (3)

Shi, Victor Guang (3)

Ziaee Bigdeli, Ali (3)

Andrews, Daniel (2)

Németh, István (2)

Petridis, Panagiotis (2)

Rose-Anderssen, Chris (2)

Agyapong-Kodua, Kwabena (1)

Keith Ridgway

2.51. Tipo: professor / aluno (que tipo) / parceiro de empresa

2.52. Idade: -

2.53. Anos pesquisando no assunto: 2

2.54. Instituição: University of Sheffield, UK

2.55. Índice-h: 22

2.56. Colegas da mesma instituição:

Research Gate:

Andrea Genovese, Robert Marchand, Andrew Brint, Tim Vorley, Liam Goucher, Francesco Ciardiello, Fabio Ciravegna, Chantal C Cantarelli, Victor Guang Shi, James Baldwin

Site da Universidade de Sheffield:

Abdullah Alfaify, Adrian Allen, Luke Ashton, Sam Ashworth, Craig Atkins, Sabino Ayvar-Soberanis, James S. Baldwin, Bernd Baufeld, Andy Bell, Chris Bellamy, Malik Bensbai, Luke Berglind, Matthew Bower, Stephen Bowles, v, Matthew Broderick, Mike Bull, Charles Carpenter, Thomas Corden, Dr Pete Crawforth, David Curtis, Matthew Cusworth, Javier Alejandro Dominguez Caballero, Nicolas Duboust, Mohamed El-Hofy, Gustavo A Escobar, Marco Franchino, Clara Mesquita Frias, Miguel Garcia, Rosemary S Gault, Zunmin Geng

2.57. Quantidade de artigos já publicados: 93

2.58. Outros artigos significativos (mais citados) sobre outros temas:

A cladistics and Linnaean exploration into the Darwinian selection of favorable varieties of the ideal / textbook manufacturing species (1)

Modelling Constraints in the Conceptual Design Process with TRIZ and F3 (1)

Modelling the conceptual design process with hybridization of TRIZ methodology and systematic design approach (2)

The effect of tool nose radius on surface integrity and residual stresses when turning Inconel 718™ (17)

Understanding the effects of outsourcing: Unpacking the total factor productivity variable (9)

Composite cutting with abrasive water jet (23)

The evolution of manufacturing SPECIES (3)

Challenges of using discrete event simulation for facility planning in SMEs: A case study (1)

2.59. Outros artigos significativos (mais citados) neste tema: NADA

2.60. Co-autores recorrentes

Baldwin, James Scott (22)

Gault, Rosemary S. (11)

Sharman, Adrian R.C. (10)

Rose-Anderssen, Christen (9)

Allen, Peter M. (8)

Escobar-Palafox, Gustavo A. (8)

Hughes, J. I.D92 (8)

McCarthy, Ian Paul (8)

Löwe, Antony J. (7)

Winder, Belinda (7)

3. Estrutura do abstract (contextualização, gap/lacuna, objetivo, metodologia, resultados e conclusão)

Purpose, Design/methodology/approach, Findings, Research limitations/implications, Practical implications, Originality/value

4. Palavras-chaves e se foram citadas no abstract.

servitization, organisational change, systemic literature review, advanced services

Todos constam no resumo, exceto: advanced services

5. Introdução e/ou revisão bibliográfica introdutória, afirmações / constatações (tipo) versus citações (essa lista pode ser longa, por isso coloquei em forma de tabela)

Afirmação / Constatação	Tipo (*1)	Referência (*2)
Interest in the role of services in manufacturing continues to grow	C	(Bustinza et al., 2015)
Since Vandermerwe and Rada (1988) exposed the servitization phenomena in a manufacturing context, and Wise and Baumgartner (1999) highlighted the value of going downstream, research has progressed steadily.	C	Vandermerwe and Rada (1988), Wise and Baumgartner (1999)
Between 1991 and 2000, 22 articles were published on the topic, increasing to 101 between 2001 and 2010	C	(Lightfoot et al., 2013)
These publications came from a range of communities; researchers of services marketing, service management, operations management, product-service systems, and service sciences are all contributing, establishing the field.	C	
Conceptual foundations of servitization are consequently establishing.	C	
Definitions have coalesced as servitization being a process of building revenue streams for manufacturers from services	C	(Johnstone et al., 2009; Baines and Lightfoot, 2013; Smith et al., 2014)
A manufacturer can offer various forms of such services, ranging from those supporting a good to those supporting customers	C	(Mathieu, 2001; Eggert et al., 2014).
These broadly categorise into base (e.g., goods and spare parts), intermediate (e.g., helpdesks, training, maintenance, repairs, and overhauls), and advanced services (e.g., customer support agreements and outcome contracts)	C	(Baines and Lightfoot, 2013)
Examples of companies delivering advanced services include Alstom and ABB	G	(Miller et al., 2002; Davies, 2004)
Thales Training and Simulation and Rolls-Royce Aerospace	G	(Howells, 2000), (Mulholland, 2000; Davies, 2004)
Advanced services are receiving significant attention from researchers	C	(Spring and Araujo, 2009; Baines and Lightfoot, 2013).
The motives for and benefits to competing through advanced services are also becoming documented	C	

These include growth in revenue and profit, improving responses to customer needs, improving product innovation, building new revenue streams, increasing customer loyalty, and setting higher barriers to competition	C	(Eggert et al., 2014), (Ostrom et al., 2010), (Eggert et al., 2011), (Baines and Lightfoot, 2013), (Gaiardelli, Songini, et al., 2014; Saccani et al., 2014), (Oliva and Kallenberg, 2003; Durugbo, 2014)
Collectively, these group into defensive (i.e., cost reductions for customers and competitor lockouts for providers) and offensive (i.e., business growth for both customers and providers) components	G	(Baines and Shi, 2015).
The potential for these benefits is stimulating manufacturers to explore servitization, and advanced services particularly.	C	
However, how to deliver these services is challenging many companies.	L	
The literature recently explored the broad topic of organisational design.	C	
There is a recognition that delivering advanced services demands capabilities that differ from those used during production	C	(Oliva and Kallenberg, 2003; Gebauer et al., 2005; Datta and Roy, 2010; Ceci and Masini, 2011; Biege et al., 2012).
A variety of authors addresses this topic.	G	
Spring and Araujo (2009) provide a conceptual framework for intra-firm capabilities, and Roy and Cheruvu (2009) offer a similar framework, focusing on infrastructural factors.	G	Spring and Araujo (2009), Roy and Cheruvu (2009)
Baines and Lightfoot (2013) identify six practices and technologies that manufacturers deploy to deliver advanced services.	G	Baines and Lightfoot (2013)
Although many questions remain unanswered, or need to be answered more convincingly, a picture of how manufacturing organisations should be configured to deliver advanced services is emerging, but researchers have given less attention to processes of servitization.	L	
Transforming a manufacturing organisation to compete through advanced services is a challenge to both researchers and practitioners, and only a few notable contributions address the topic.	L	
Martinez et al. (2010) argue that although there exists significant literature and theoretical frameworks in the general field of organisational change, no models explain	C	

change toward servitization.		
Identifying four types of service networks and the capabilities required for forming such networks, Gebauer et al. (2013) discuss transformation toward providing integrated solutions for products and services.	G	Gebauer et al. (2013)
In general however, research on this topic is fragmented and discursive, and a clear and inclusive research agenda has yet to be established.	L	
This is inevitably a barrier to the adoption of servitization.	C	
A substantial body of literature regarding servitization of manufacturing is forming.	C	
This is further evidenced through review articles over the past decade; Baines et al. (2007) review 40, Baines et al. (2009) 58, Sakao et al. (2009) 103, Velamuri et al. (2011) 169, Beuren et al. (2013) 149, Lightfoot et al. (2013) 148, and Hou and Neely (2013) 166.	C	Baines et al. (2007), Baines et al. (2009), Sakao et al. (2009), Velamuri et al. (2011), Beuren et al. (2013), Lightfoot et al. (2013), and Hou and Neely (2013)
These reviews provide invaluable signposts for researchers, reflecting debates and priorities at various times, and are cited extensively.	C	
Consequently, review papers have yet to address the processes of servitization highlighted above.	L	
This paper address this gap by consolidating the servitization knowledge base from the perspective of organisational change, and identifying topics both developed and undeveloped to direct future research.	J	
Adopting a traditional approach to reviewing literature would be insufficient to achieve these objectives.	G	
Although traditional reviews succeed at identifying themes that the literature examines extensively, they struggle to establish questions that remain unanswered.	L	
We overcome this limitation by focusing on servitization as a process of organisational change, and adopting a theoretical framework from related literature	G	(Pettigrew, 1988; Pye and Pettigrew, 2005)

We then conduct a systemic literature review using the framework to elucidate the strengths and weaknesses found in research, synthesising an agenda for future studies.	G	(Tranfield et al. 2003)
The goal is to guide researchers so they can develop a plan for manufacturers wishing to servitize.	O	

(*1) Tipos de afirmação / constatação: G (geral), C (contexto), J (justifica o artigo / pesquisa), L (**explícita a lacuna**). A constatação da lacuna é muito importante. Mas é difícil diferenciar J de L.; (*2) Inserir somente autor(es) e ano. A referência completa encontra-se no próprio artigo

6. Casos citados e principais características dos casos

NADA

7. Questão da pesquisa, Foco (escopo) e Objetivos (geral primário e secundários)

Questão de pesquisa:

Foco: identifying developed, developing and undeveloped topics to provide a platform that directs future research in servitization

Objetivo primário: provide a platform that directs future research in servitization

Objetivo secundário:

- it comprehensively examines organisational change management literature for selection of a theoretical framework
- it classifies extant studies within the framework through a systemic literature review
- it analyses 232 selected papers

8. Qual o diferencial deste artigo (análise da revisão) com relação a outras revisões e/ou surveys? (segundo o autor, caso ele tenha citado). Avaliar uma por uma, caso o autor tenha feito isso. Pode montar uma tabela se for o caso.

– Although extant reviews of servitization identify themes that are examined well, they struggle to identify unanswered questions. This paper addresses this gap by focusing on servitization as a process of organisational change.

9. Metodologia

9.1. Descrição Geral: Nome do(s) método(s); se é qualitativo, quantitativo ou combinação de ambos

Revisão sistemática da literatura - qualitativo

Develop our own theoretical framework to study servitization, based on the reflection upon the categories in the Pettigrew (1988) model and extension of them - qualitativo

9.2. Período de análise das referências (publicações desde que ano)

The papers were written by 183 lead authors, and published between January 1988 and April 2015.

9.3. Tamanho da amostra analisada

The dataset of 232 articles represents the current knowledge base on servitization.

Examples of highly cited journals	No. of articles	Discipline	Researcher community
IJOPM , JOM, IJPE, IJPR, EMJ,	131	Operations	Operations management
IMM, JM, JBIM	36	Marketing	Services marketing
Technovation, I&M	9	Innovation & technology	Innovation management
JSM, SQM, JSR,	48	Service	Service management
JCP	8	Ecological & environmental	Product-service systems
Number of core articles	232		

9.4. Quantidade de referências citadas

9: (Baines et al.,2009), (Lightfoot et al., 2013), (Tranfield et al., 2003), (Hou and Neely,2013), Kim and Yoon (2014), Gebauer et al. (2005), Davies et al. (2006), Schneider (2014), Eggert et al. (2014).

1 referenciada indiretamente: Pettigrew (1988)

Total: 137

9.5. Foram realizadas observações complementares?

Categorised a paper based on the intentions of the author and the manuscript's style.

9.6. Fontes da revisão (casos, periódicos específicos, e quais bases de dados). Quais as justificativas para escolher essas fontes.

Compendex, Inspec, Scopus, Web of Science, ProQuest, ABI Inform, Emerald and Google Scholar.

Databases were identified to cover the broad range of relevant research communities comprehensively.

9.7. Estratégia para construção da string de busca

A range of keywords were identified initially. Three more keywords combined with "services" were also used. Many of these keywords were combined with manufacturing and product to ensure their relevance to this study.

9.8. String de busca

service operations, service integration, servitization, service economy, integrated solutions, product-related services, aftermarket, and service science. Three more keywords combined with "services" were also used including sustainability, classification, and framework. Many of these keywords were combined with manufacturing and product to ensure their relevance to this study.

9.9. Filtros

The review focused on journal publications available in English. We then used a simple grading system to rank papers according to the extent to which they address servitization, and associated topics of product-service systems(PSS) and advanced services. Those papers that used these terms frequently were ranked highest and reviewed first.

9.10. Técnica / método de análise utilizada

Categorisation: Each article was examined briefly and positioned provisionally in the

subcategories of the framework. They categorised a paper based on the intentions of the author and the manuscript's style.

Evaluation: The papers in each subcategory were subsequently reviewed more thoroughly to establish the relative 'maturity' of contributions, and to confirm that the initial categorisations were appropriate. Used to indicate maturity and the papers were grouped as "Developed", "Developing" and "Undeveloped".

Interpretation: As papers were reviewed with increasing depth, their contributions established and clustered. A research workshop was convened, with forty practitioners and researchers attending, to debate and extend the findings of this study.

SSP (services that support the product)

SSC (services that support customer).

9.11. Metodologia para definição de pesquisas futuras

10. Resultados

10.1. Quantidades resultantes antes e após cada filtro

Initially 302 peer-reviewed journal articles were identified -> These steps condensed the dataset to 232 articles.

10.2. Definições (resultantes da análise ou mesmo adotadas como premissas no início da publicação)

1) the developed topics illustrate the research contributions and so relatively established knowledge,

(2) the developing topics illustrate the growing concentrations and so opportunities for relatively incremental and confirmatory studies,

(3) the undeveloped topics represent significant opportunities for new and exploratory studies.

10.3. Evolução da pesquisa / das publicações no assunto

There are growing research concentrations with both descriptive and prescriptive orientations.

Descriptive studies dealing with context expose fundamental weaknesses in statistical classifications to separate services and manufacturing and subsequent limitations of measurement systems.

There is also increased attention on differing ways products and services businesses' innovations occur, influences of service innovations on product innovation performance and export performance.

Few descriptive studies exist that assess processes of servitization and the means through which organisational change occurs. Much greater attention has been given to the content of servitization and the structures, processes, technologies, and people necessary to deliver services.

Looking into organisations, studies explore business-unit configurations and organisational designs, arrangements, structures, systems, metrics, capability acquisition, human resources implications, antecedents of service climate and general traits, motivations, and skills of services-centred sales forces in B2B.

Studies that prescribe organisational change focus on processes and content, and research is developing that demonstrates how to classify service offerings from a business-model perspective.

Strategies that increase services, new organisational structures, techniques that support service cost estimating through life costs, dealing with uncertainty, pricing and bidding, techniques to develop cost sharing to create capacity to deliver services, simulations, and activity-based process modelling.

Typologies of service strategies are growing, based on classifications of product-service value propositions and dimensions.

10.4. Comunidades / “tribos” / “igrejas”/ áreas de conhecimento / disciplinas identificadas

Operations management;

Services marketing;

Innovation management;

Service management;

Product-service systems

10.5. Características de cada tribo (os atributos e/ou explicações são definidos pelo próprio artigo)

NADA

Obs: não encontrei características, apenas a aplicação do framework como developed, developing e undeveloped, ele explica sobre a categorização, mas não a descreve.

10.6. Principais “achados” (*findings*)

Tabela 3 é o principal resultados das pesquisas feitas, mas além dela destaca-se alguns *findings*:

Knowledge regarding servitization continues to build and coalesce;

Theory building is growing;

Crossover is increasing, with topics of business model innovation and information and communication technologies;

10.7. Outros tópicos que não foram tratados aqui (sugestão para nova meta-informação ou resultados significativos)

Caracterizar as categorias definidas por ele na Tabela 1 (item 9.3) e descrever melhor a distinção prescritiva/descritiva utilizada pelos autores para distinguir os modos de pesquisa:

Papers nearly always reflected management implications of a study, irrespective of whether they were retrospectives by describing a phenomenon or translative by proposing a model and evaluating its influence. The descriptive/prescriptive attribute distinguished these two modes of research. The task was complicated by papers such as Davies et al. (2006), which although based as a retrospective, proposed new ways of working to manufacturers. In these instances, we categorised a paper based on the intentions of the author and the manuscript’s style.

10.8. Proposições de pesquisas futuras (geral)

Tabela 3 no final, tudo que é citado como Undeveloped.

External context, there is a need for research on the impact of disruptive innovations and the dynamics of technology shifts, combined with broader environmental and social aspects of servitization.

Internally, research is needed on legal and financial frameworks that support advanced

services, the roles and advantages of active manufacturing technology innovation regarding supporting services, and the social and collective dynamics of business leaders who influence the propensity to servitize.

Considering both process and content, topics should focus on factors influencing the successful adoption of services, new business models, and paths to service business-unit development

Few studies establish contextual conditions for servitization.

New techniques are needed to fill these gaps and minimise theory-practice disparities as much as possible.

10.9. Contribuições (para academia / prática / ambas?)

Academia: This paper consolidates literature regarding servitization, identifying progress concerning key research topics and contributing a platform for future research.

Prática: informar os pesquisadores para que se possa criar um roadmap prático.

11. Conclusões

11.1. Trabalhos futuros (que o autor se propõe, diferente das proposições futuras)

The goal is to inform research to result eventually in a roadmap for practitioners seeking to servitize.

11.2. Limitações

Related to data collection/analysis methods and the parts related to table 3.

Although the literature review should have identified all publications relevant to servitization, we might have overlooked some studies. Evaluation and interpretation relied on the research team and a subsequent workshop. This was negated by cross-checking papers independently, but errors might have occurred.

12. SUA ANÁLISE

12.1. Pontos fortes

A identificação de lacunas nas pesquisas, não perguntas a serem respondidas, e uma diferente revisão bibliográfica padrão, considerando o framework de Pettigrew (1988). Categorização na revisão bibliográfica separando por áreas e conseguindo diferenciar algumas categorias similares, porém diferentes, havendo também uma verificação destas categorias.

12.2. Pontos fracos

O filtro utilizado foi fraco por fazer um ranking baseado na repetição de alguns termos, caso o autor tenha um vocabulário pobre será melhor classificado, reduzindo a relevância da pesquisa.

Outro ponto fraco seria a revisão sistemática da literatura, por considerar o seguinte item como filtro: focused on sustainability and supply chain management, with no relevance to servitization, só porque apresenta o termo sustentabilidade não é relevante, é questionável

12.3. Sugestões para melhoria do artigo

Trocar o filtro da pesquisa utilizada por uma técnica mais concreta, como a leitura dos títulos e resumos, eliminando os trabalhos irrelevantes para a pesquisa.

Remover o item de sustentabilidade dos filtros para fortalecer os resultados.

13. Figuras ou tabelas importantes (caso você queira copiar e citar nos tópicos anteriores)

Tabela 3

	CONTEXT OF THE TRANSFORMATION		TRANSFORMATION	CONTENT AND RESULTS OF CHANGE
	External	Internal		
DESCRIPTIVE RESEARCH (when, how, and what change occurred)	<p>Research on 'the external situation when change occurred' is:</p> <p>Developed in understanding:</p> <ul style="list-style-type: none"> There is a rise in the importance and adoption of industrial services globally <p>Developing in understanding:</p> <ul style="list-style-type: none"> Inherent weaknesses in the statistical classification to separate services and manufacturing International differences in the adoption of servitization and the role of demographic, educational, and regulatory factors Differing characteristics of goods and service sectors regarding international trade Impact of oligopolistic markets (e.g., government contracts) and how this affects contracting Role of value-creating systems, networks, ecosystems, and constellations in stimulating companies to reveal or anticipate market opportunities Endogenous and exogenous factors influencing a manufacturer's ability to servitize <p>Undeveloped in understanding:</p> <ul style="list-style-type: none"> Influence of disruptive innovation and dynamics of technology shift on servitization Broader environmental and social aspects of servitization 	<p>Research on 'the internal situation when change occurred' is:</p> <p>Developed in understanding:</p> <ul style="list-style-type: none"> Service strategies influence the financial performance of manufacturing firms positively, but evaluation is complex and relationships are non-linear and bounded <p>Developing in understanding:</p> <ul style="list-style-type: none"> Business motives underpinning servitization Impact of differing service strategies, their timing, and rate affect the revenue, profit, and growth of a firm Complement between goods and services sales Role of organisational focus (goods versus services) on profitability of additional services; service success depends on a supportive organisational design Role of product complexity and technology in reshaping business models Differing ways goods and service businesses innovations occur Influence of service innovation on product innovation and export performance Mediation of a separate service department for advanced service delivery on management commitments <p>Undeveloped in understanding:</p> <ul style="list-style-type: none"> The manufacturer as a customer of advanced services Legal and financial frameworks that support advanced services Role and advantages of active manufacturing technology innovation in supporting services Social and collective dynamics of business leaders that influence the propensity to servitize Leadership styles How services support the business of the firm Influences of organisational size 	<p>Research on 'how change occurred' is:</p> <p>Developed in understanding:</p> <ul style="list-style-type: none"> Organisational change takes place as manufacturing businesses adopt services <p>Developing in understanding:</p> <ul style="list-style-type: none"> Stages in the change process as manufacturing businesses adopt services. Influence of incremental change in complex engineering services <p>Undeveloped in understanding:</p> <ul style="list-style-type: none"> Factors influencing adoption of servitized business models Pathways of service business-unit development Change processes enacted in moving from a goods- to service-orientated climate Evolutionary patterns within business model that unfold through service-innovation-driven change 	<p>Research on 'what was changed' is:</p> <p>Developed in understanding:</p> <ul style="list-style-type: none"> Language for describing the fundamental unit of exchange; traditional goods-service distinctions are unnecessary Typologies of service strategies and classifications of product-service value propositions and dimensions <p>Developing in understanding the:</p> <ul style="list-style-type: none"> Co-design that blends industrial goods and services innovation design strategies to identify radical innovation Customer-supplier relationships (i.e., risk, information, operational, legal adaptations, norms, social capital, and trust) for differing service types; disparities in buying between buying goods and services Network structures/configurations, capabilities, and relationships with intermediaries (e.g., distributors, agencies, and dealers) to support types of services; inter-organisational power in complex networks, degrees of collaboration, and triadic arrangements Business-unit configuration and organisation design, arrangements, structures, systems, metrics, and capability acquisition. Human resources implications; antecedents of service climate and general traits, motivation, and skills of services-centred sales force in B2B Role of ICT (i.e., IOT, IES, and big data) in service innovation, delivery, value creation, and differentiation <p>Undeveloped in understanding:</p> <ul style="list-style-type: none"> Dynamics of value propositions and co-creation in broader networks Customer acceptance of service offerings and customer behaviour Coexistence of goods- and service-orientated climates in an organisation B2C applications (i.e., current bias toward B2B) Link between inter-organisational relationships and contributions are intertwined between buyer and supplier for complex service strategies Application of systems thinking to service strategies of manufacturers

	CONTEXT OF THE TRANSFORMATION		TRANSFORMATION	CONTENT AND RESULTS OF CHANGE
	<i>External</i>	<i>External</i>		
PRESCRIPTIVE RESEARCH (when, what, and how should change occur)	<p>Research on 'the external situation when change should occur' is:</p> <p>Undeveloped in understanding:</p> <ul style="list-style-type: none"> External conditions that influence the right time to adopt a service strategy to maximise growth of revenue and profit 	<p>Research on 'the internal situation when change should occur' is:</p> <p>Undeveloped in understanding:</p> <ul style="list-style-type: none"> Internal conditions needed for service strategy adoption and growth in revenue and profit 	<p>Research on 'how change should occur' is:</p> <p>Developing in understanding:</p> <ul style="list-style-type: none"> A classification of service offerings from a business-model perspective, portfolio analysis, and transitioning strategies Proposed degrees of service-strategy development A process model for extending service business and development of industrial service offerings Firms should concentrate on developing SSP (services that support the product) portfolios before SSC (services that support customer) Loyal, core customers should be targeted initially to develop service strategies Firms should implement an organisational design across entire business, and decentralise decision-making on developing SSP portfolios before SSC Maturity models are valid for evaluating new service development and IS support during implementation of services business Roadmaps for technology to support product-service integration <p>Undeveloped in understanding:</p> <ul style="list-style-type: none"> Decision support systems that aid managers during servitization 	<p>Research on 'what should be changed' is:</p> <p>Developing in understanding:</p> <ul style="list-style-type: none"> Design of service offering Evaluating new service offerings from the viewpoint of acceptability to customers and customer experience Goods-service blueprinting; visualisations to aid uncertainty and communication Evaluation of strategies to increase services (e.g., PSS) Identification of new organisational structures Techniques supporting service cost estimating through life costs, dealing with uncertainty, pricing, and bidding Techniques developing cost sharing to create capacity to deliver services Support systems design frameworks, simulations, and enterprise imaging; activity-based process modelling Techniques for analysing information requirements for design and delivery of complex engineering systems <p>Undeveloped in understanding:</p> <ul style="list-style-type: none"> Holistic audits and capabilities for servitization

Observações:

-> existência no mesmo departamento de pessoas de gamification

-> Principais contribuições: International Journal of Production Economics