

## **Servitization and value creation: Deploying to mobile device platforms**

Servitization is still currently under analysis by the literature regarding the incorporation of services in manufacturing companies in order to create value. Although traditionally companies offered services related to its products, especially guarantees and maintenance, new trends associated to the servitization process has provided these services to a much greater significance as generating added value for the customer. It is in this context, that new information technologies will play a crucial role in the process of servitization, especially in the field of mobile devices through which firms can generate direct communication with users. In this paper, we propose the implementation of servitization as an engine of value creation through new technological opportunities created by the mobile device platforms, both open and closed in a context ranging from developers to end users.

In this way, companies increasingly make efforts to know the tastes, trends, needs and desires of its customers when developing new products and services. To do this, they collect large amounts of information through both traditional media and information technologies. In this regard, mobile devices are a key element through which users can communicate high amounts of data to enable the company to set market positioning while developing servitization actions. Thus, closed platforms allow creators to develop applications that, once installed, can create channels of communication data information often promoted through gamification, or by using game techniques to motivate the user to know more about the products and enterprise services and even informing about preferences. Open platforms go a step further and not only allow the use of these applications, but the creation of specific ROMs based on such platforms. This allows an even higher level of intercommunication and servitization on user's mobile device. Cases such as the partnership between Nike and Apple to include a native application on iPod for runners, measuring strokes, calories, time, etc. through a chip in certain sneakers brand or the recent agreement between Google and Nestlé to refer Kit Kat to the latest version of Android, illustrate this trend.

Today, companies are faced with different platforms like Google Android, Apple iOS or Windows Phone Microsoft, among others. The pressure to optimize cost structure has favored the development of these technology platforms to become dynamic interactors between the client and the company, as a key aspect in current business. Hence, platforms have become a vehicular instrument between the Internet and mobile operators. Survival of platforms and applications is based on the developers, their services and content providers. However, the platforms themselves draw the evolution of the market ahead of the hardware itself. This facilitates the incorporation of these platforms that go beyond conventional devices (Smartphones and Tablets) to be incorporated in appliances, watches, automotive devices, etc. This creates a huge opportunity for companies servitization products and services that fit not only in the configuration of this new type of device, but also as communication channels and selling additional services associated with the product. Finally, it should be noted that in all probability no single open or closed platform will monopolise the market. On the contrary, there appears to be a trend towards a division between "premium" users of iOS and "common" users to Android, with the remaining markets generally providing minority offerings though with great expectations of future growth character.

So, in conclusion, the opportunities for value creation through servitization on mobile device platforms are endless. Those companies that are able to link successfully servitization process with intensive use of these platforms will shape the new technological markets.