

Title	「社会インフラサービス」としての鉄道事業のサービスモデル ～SLA概念を導入したサービス価値創造モデル～
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# New service model for railway business as a “Social Infrastructure Service”:

- New service value creation model using SLA concept -

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For many people, social infrastructure is so much popular and repeatedly used in their daily life. About social infrastructure, discussion about the deterioration is hot issue and in the discussion, social infrastructure is treated as a system. But how is the discussion about social infrastructure as a service? In previous researches about service theories, enhancement of supplementary service which encourage the core product and front stage where the encounter occurs between customers and employees were mentioned, but we were not able to find the appropriate model which explains the customers' value on core product service of social infrastructure.

We analyzed railway business in detail as a typical social infrastructure. The core product of railway business is the travel from departure place to destination using train and many other facilities.

Throughout these analyses, we found that we could not express the characteristic process of core product using existing service theory because of “Invisible value” between service providers and customers. The reasons are,

1) About the core product, customers usually do not tell the impression and complaint about

the service.

2) Staffs of service providers do not have any interactions with customers because railway facilities directly give service to the customers.

To solve these problems, we propose the new model using the concept which is like SLA (Service Level Agreement) in this study. We defined the new concept SISLA (Social Infrastructure Service Level Agreement). SISLA is different from SLA because SISLA is not stipulated contract or promise between service providers and customers. SISLA has been established after a long period and both service providers and customers implicitly agree the contents of SISLA. And SISLA is managed with the SLM (Service Level Management) concept.

In railway business, SISLA is composed with safety and punctual train operations. After many fatal accidents historically, safety technologies have been innovated with the needs of society. The society also demands the punctual train operation and customers usually plan their daily schedule underneath the “agreement” of punctuality of train timetable. The staff of service provider can work so as to maintain and improve SISLA under SLM. The contents of SLM are 1) rules, 2) culture of work, 3) research and development and 4) education and training. SISLA is not contract, but both service provider and society (defined as a set of customer) recognize SISLA as a discipline of railway service. As a result, by using “SISLA” model as a new service model, we can explain the service process built with both core product and supplementary services on railway business.