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*Definition and Classification of Services*

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The international classification of productive activities, products, and consumption constitute an "conventional language" established in view of economic statistics. As with any language, classifications come about through rigorous comparisons, diplomatic mediation, and prudent compromises.

As with any language, a classification can be studied from different perspectives: you can consider its evolution over time, compare it with others, and analyze its logical structure.

This last point of view is taken into consideration by asking which are the explicit or implicit criteria adopted in the definition and classification of the services.

The first section proposes a definition of services considered as "activities". The second explains the definitive and classification criteria for "productive activity" conceived as the transformation of physical objects, and for products represented as transformed physical objects. In section three, after demonstrating how such criteria do not apply to services, new criteria are proposed, derived from the theory of action. In the fourth, the criteria are applied to business services. In the fifth section presents research into Business Services using a "bottom-up" classification system. In the sixth section some research results are presented.

## **1 Definition of Services**

**1.1** The relationship between definition and classification is well expressed by Plato, who differentiates two procedures: "One way is to embrace something with a glance and reduce it to a unique form which is assorted and disseminated, so that by defining each aspect you obtain clarity about what you intend to teach (...); the other way lies in the ability to break-down the subject into species types, following natural lines of division, being careful not to chop the subject as would a bad butcher." (Plato, Phaedrus, 266d-e).

A definition itself, to the extent that it describes diverse aspects of an object, already contains the classification criteria for the object.

**1.2** The production of goods and the production of services are undoubtedly two phenomena of the same genre: **productive economic activity**:

- An **activity**, namely a process, implying know-how and ability on the part of the agent, that is specialized (in theory, ability, and means) and is therefore repeatable and habitual.
- **Economic** because the Smith division of labor concept predicts the continual exercise of rational choice to allocate limited means toward many possible ends.
- **Productive**, because it adds value to the means.

**1.3** But the **specific difference** between the productive economic activity of goods and that of services, which distinguishes two internally different phenomena of the same genre, must be well defined along the "natural lines of division" before proceeding with further subdivisions.

This avoids the lacerations of the bad butcher of which Plato speaks.

**1.4** So just as in order to define and classify cats it is not enough to say they are not flowers, even if both can be purchased; to define and classify services it is insufficient to merely state that they are not goods (i.e. things that are tangible, transportable, durable, accumulable, extractable from the ground, or artificially producible), even if they also are supplied and demanded in the marketplace.

**1.5** Unlike goods, services are not the result of an **activity of transformation**, but essentially consist of one person's **activity on behalf of someone else**.

**1.6** The one that serves, the **agent**, whether a person, enterprise, or institution, **Intervene on behalf of another** makes available his system of means (theory, experience, ability, and instruments).

**1.7** The one that is served, **the client**, whether a person, enterprise, institution, collectivity, is a living organism that bears the **functional needs** and operates to satisfy them.

The service consists of intervention, whether occasional or continual, to support the client by satisfying needs of maintenance, enhancement, development, and relation with other subjects.

**1.8** The client is "real" and not potential or virtual with the production of an physical item. He is actively involved in the process, acting and interacting with the agent, putting into play something of himself, the system, or his own means.

## **2 Classification of Productive Economic Activities of Goods.**

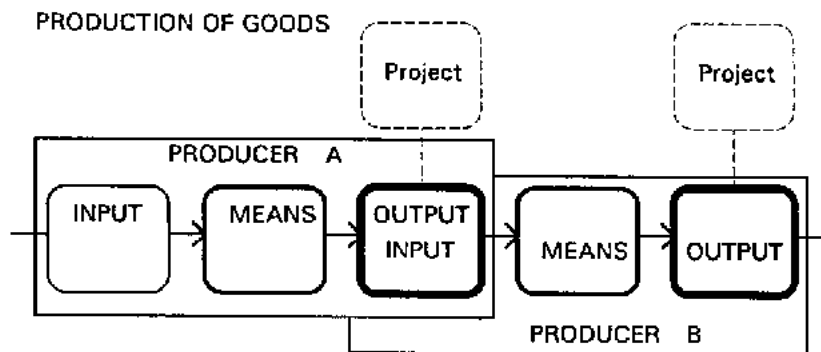
**2.1** The productive activity of goods is seen from a technical standpoint as a process of **transformation** of things (mass and/or energy) by things (manpower or machines), and from an economic perspective as the "transformation of merchandise by merchandise" (Sraffa).

Both points of view are drawn from the theory of systems (Von Wright) that defines a process as a linear succession and cause of states in a "partially closed system".

An isolated system permits the definition of an initial state, of the intermediary stages, and of a final state. It is possible to predict the succeeding stages to any initial operation that puts the system in motion. The initial state and the operations are viewed as "causes" (as described by Hume) of the succeeding stage.

**2.2** The **activity of a goods producer** can therefore be described as a concatenation of causes and foreseeable (and pre-dictable in a **project**) objective states, of **means** and **ends**; of **input** and **output** of the closed system.

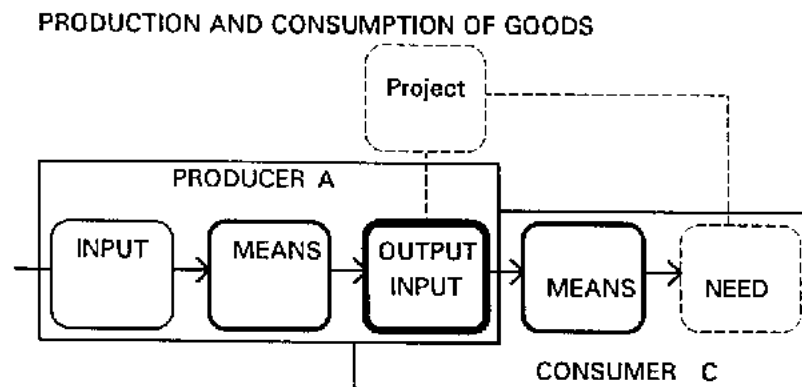
FIG. 1



**2.3** Even the **use** is an activity, describable as a linear and causal process of objective states. It begins with an input and, through the use over time of means (human or instrumental), finishes with the satisfaction of a need (productive or final).

The output of one producer can be used as input (intermediate consumption) or as mean (productive investment) by another producer (fig. 1) that uses it to in turn make another product or as input by a "non producer" to that uses it to satisfy a need (final consumption) (fig. 2).

FIG. 2



**2.4** But in this case, of the two aspects of **desire** - that can be seen as **forces** that drive and move, or as **reasons** to act (Anscombe) - that of physical cause is preferred over the motivation of will.

In the logic of a closed system, the need of the user is considered, objectively as a scarcity, the inverse mold, the must be filled (satis-factum) by the good produced.

For example, the need for bread is seen like the scarcity of bread, that moves to the demand and to the purchase.

Human need is seen like **determined** with the name and form of the goods and not in its plastic indeterminate characters, shown by the antropology (Gordon Childe).

**2.5** The activity of production precede that of consumption of an object, not just chronologically but also logically: the production of the good produced/syplied/sold from the producer, in fact pre-scribes, pre-determines and de-fines the need (of the object) desired/demanded/purchased/consumed from the consumer.

The only contact necessary between the producer and consumer is that for the exchange of goods.

**2.6** The cycle of goods produced/consumed (offered/demanded sold/purchased), that begins from "raw materials" and finishes by "consumption" (final), makes-up the principle theme of economic thought. The **involved parties** match only as holders or non-holders of the goods produced and, as such, protagonists of the exchange.

**2.7** The international classifications of productive activities, of products and of the functions of consumption, a "conventional language" established in view of the measures of the economic statistics, are totally subordinate to such a conceptual objectivistic and physicalistic model:

- the productive activities are considered as a transformation of input into output;
- the products as transformed physical objects;
- the functions of consumption as the final destination of the vertically integrated process.

Consistent with such a view, the four Aristotelian causes of transformation of objects become classifying criteria:

- the **"material" cause**, that consists of "primary matter" and "secondary matter" (input): that of which objects are made;
- the **"efficiency" cause**, that coincides with the technologies that produce transformation (means): that with which objects are made;
- the **"final" cause**, that is need which is to be satisfied, or the destination of use: that for which the object is made.
- the **"formal" cause**, or the expected and prescribed structure (from the project plan) and is imparted through the process to the initial materials.

**2.7.1 The classifications of the productive activities of goods** (ISIC Rev.3 and NACE Rev.1) are established, according to what prevails in each case by one of the following four criteria:

- **material cause** (e.g. processing of minerals, wood, leather, fabrication of products in metal, plastic, ...);
- **efficiency cause** - technology (e.g. agriculture, fishing, mining, printing, chemicals, rubber, construction ...);
- **final cause** (e.g. food or clothing industries, the manufacture of means of transportation, ...);
- **formal cause** (e.g. editorial, manufacture of mechanical and electric machinery, textiles, furniture, jewelry, musical instruments, toys, ...).

One observes that when a criterion serves to define the more general heading, the others are committed, according to various measures, to the successive subheadings.



## Headings

formal

8

## **Example 2**

### **Headings**

### **Causes**

|  |            |
|--|------------|
| <i>25 Manufacture of rubber and plastic products</i>                   | material   |
| <i>25.1 Manufacture of rubber products</i>                             | material   |
| <i>25.2 Manufacture of plastic products</i>                            | material   |
| <i>25.11 Manufacture of rubber tyres and tubes</i>                     | formal     |
| <i>25.12 Retreading and rebuilding of rubber tyres</i>                 | efficiency |
| <i>25.13 Manufacture of other rubber products</i>                      | formal     |
| <i>25.21 Manufacture of plastic plates, sheets, tubes and profiles</i> | final      |
| <i>25.22 Manufacture of plastic packing goods</i>                      | final      |
| <i>25.23 Manufacture of builders' ware of plastic</i>                  | final      |
| <i>25.24 Manufacture of other plastic products</i>                     | final      |

**2.7.2 The classifications of material products** are done under the same criteria. This is not only because, formally, some of them are derived from those of the activities (the CPC from the ISIC and the CPA from the NACE), but primarily due to the conceptual setting outlined above.

Proof of this is that such derived classifications often introduce at the last number among the four recorded criteria, that which was overlooked from the classifications of economic activities; and that other classifications, as those established for foreign commerce, restate in different combinations the same four criteria.

**2.7.3 The classifications of the functions of consumption** (COIP, PROCOME, COFOG, CHGS and WECC) are prevalently established from a subjective point of view of the "final cause" of the user that, as a living organism, puts needs of maintenance, enhancement, and personal development (e.g. eating, clothing, health, training entertainment, ...) and of his home (heating, furnishing, hygiene, ...) or of movement (transportation,

hotel, catering, ...) and of interaction with others (e.g. communication, financing, information, insurance, justice, ...).

This does not eliminate that in the most analytical partitions of the functions of consumption, the other three Aristotelian causes return to be considered, in a variable order even in this case.

### **3. Classification of the productive economic activities of services**

**3.1** The explicative scheme physically adopted for the activity of production of goods, and its classificatory consequences, are not adapted to the "productive" activity of services.

This in fact cannot be conceived as a predictable process in the ambience of the closed systems of the "producer". In a service activity the "producer", or better yet the agent, and the "consumer", or better yet the client, enter into contact not only for that which regards the exchange, but above all to execute the service itself.

**3.2** The productive activity of services, in contrast to that for the production of goods, must be described with a circular (non linear) scheme, of the intersubjective (non-objective) relations at the center of which rests the need of the client (and not the good produced).

**3.3** The productive process of the service cannot be described as a causal and linear chain of means and ends, of input and output, essentially for not having any real output. It presents itself as an **open intervention**.

**3.4** There is not object (planned, produced, demanded, or used) at the core of a service, but a desire that is yet without form.

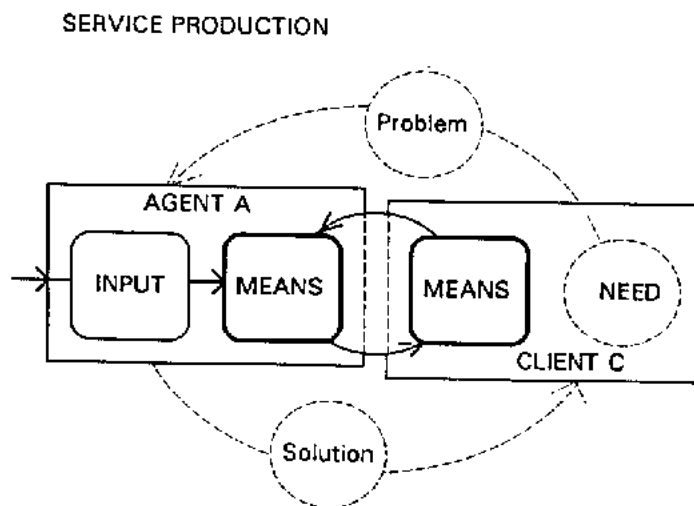
Hence, this cannot be **defined** in terms of a scarcity of a non-existent object, but must be considered in its **indeterminate** form of **reason to act**. This is defined and specified through the interaction and dialogue of the client and agent.

The first expresses a need, still formless (the need for care, instruction,

dining, purchasing a pair of shoes, from a person, or even to computerize some areas, or to study the market from an enterprise, ...).

The second (the doctor, school, restaurant, store, the business of information services or marketing, ...) reformulates the client's expressed need in terms of a **problem**, in light of the heritage of theory, experience, and ability at the agent's disposition, and seeks strategies for **solution** through his own means, but also through the involvement of the client. In light of the solution presented or achieved the client's need (plastic) can take on new specifications, in an open circular process potentially endless (fig.3).

FIG.3



**3.5** The **intervention** of the agent is therefore carried out on the **person** or **assets** of the client that, therefore, finds himself interacting with the agent and with his means.

For this reason the service is only partially realized in foreseen or predictable operations in the projected chain of "cause and effect" (input and means) of the agent. Providing answers to the queries of the client and the unpredictable situations that the interaction is bound to create, in many cases, is done through **unconventional procedures**.

**3.6** The definition and **classification** of services, one person's activity on behalf of someone else, must be founded on different criteria than those employed for the production of goods.

The "propositional" structure of the action was clearly and persuasively presented by Anthony Kenny in *Action, Emotion and Will* (1963).

Whenever an object results from an action, one can ask of what, with what, with what form, and for what is the object made. The motives for a transitive action, like as service, are assorted and can be lead to two groups of questions.

The first three refer to the client:

- 1) **For whom?** (Is the **client** of the service a person, family, enterprise, institution or collectivity?);
- 2) **On what?** (Does the service intervene on the **subject** - system of the person o organization - or on the **assets** of the client?);
- 3) **For what?** (To what **functional needs** of the person, enterprise, institution, or collectivity does it respond?).

The next three refer to the agent:

- 4) **From whom?** (Is the **agent** a single, an enterprise, an institution, or a family?);
- 5) **With what?** (What are the specific **means** - ability, technical understanding and instruments - that the agent utilizes in the service?);
- 6) **How?** (With which **way** - standard or non-standard - are produced the agent's intervention in the client's sphere?).

*Some examples:*

- The service of a clothing establishment: 1) addresses itself to persons and families, 2) operates on goods, 3) to satisfy the functional need to buying clothing, 4) is offered by an enterprise, 5) through the large-scale display of merchandise, 6) by the process of assisted self-service shopping.
- The service of a public subway: 1) addresses itself to people, enterprises, and institutions, 2) operates on people's bodies, 3) to satisfy the functional need of mobility, 4) is offered by a public company or private contractor, 5)

through the utilization of a railway network and cable-cars, 6) in the contracted manner of time and kilometers.

- **Marketing service:** 1) addresses itself solely to enterprises, 2) operates on the asset (organization) or intervenes to support decisions, 3) to satisfy the functional need of the sales enterprise, 4) is offered by an enterprise or a specialist, 5) through the use of professional expertise, or a survey network, 6) through a process of study, consulting, etc..

**3.7** Referring to the above criteria, they can assemble six distinct hierarchical **classificatory columns**, according to genre and type:

- a) of the **subjects**, clients (criterion 1) and agents (criterion 4);
- b) of the **objects** (criterion 2);
- c) of the **functions** of each subject (criterion 3);
- d) of the **operations** that can be performed on each object (criteria 2 and 3);
- e) of the **way of intervention** on the subjects (criteria 2 and 6);
- f) of the **means to assist** that are available to the agents (criterion 5).

**3.8** The systematic application of the six above-mentioned criteria can help clarify the "lines of division" principles of the classification of services.

In particular, the criterion 2) allows one to distinguish the services dealing with the purchase, lease, rental, maintenance, conservation, or repair of goods, from the services performed responding to the functional needs of subjects.

The criterion 1) allows one to distinguish four large groupings:

- **Services to people** designed exclusively for the functional needs of people, (e.g. eating, clothing, development, health, recreation, etc.);
- **Services to enterprises** designed exclusively for the functional needs of enterprises, (marketing and sales, administration, information systems, human resources, etc.);
- **Network services** designed for the functional needs of interaction, common to the people of enterprises and of institutions, (e.g.

- transportation, communication, finances, insurance, etc.);
- **Collective services** designed for the whole community (e.g. justice, defense, security, etc.).

Criterion 4) allows one to distinguish the **services designed for sales** (products of enterprises and specialists) from **services not designed for sale** (products from public, private and family institutions).

Combining criteria 3) "function" and 6) "way" allows service typologies to be specified using various combinations. Section 4 presents an application of this to Business Services (Martini, 1991).

**3.9** The six criteria and the six proposed classificatory headings also permit a linkage to be made between the actual international classification of product activities, and the functions of consumption that employ them, not always explicitly, and that get mixed among themselves according to the degree of importance.

Finally, application of the six criteria and the six distinct "classificatory headings" provide a **bottom-up** classifying tool (an aristotelian classification for Aristotle's "categories"). One that is better able to interpret the changing and fickle demeanor of the service industries listed in the actual classifications, which were constructed in a **top-down** manner (a platonic classification based on "diairetic" subdivisions of a more general idea).

Such an instrument used in statistical research on the enterprise, rather than being restricted to a unique classification method established "ex-ante", gives the ability to partition service activities "ex-post" according to multiple criteria.

#### 4 Application: the case of Business Services

The definition and the classification of business Services (BS) may be made at two levels :

- the first level involves criteria 1, 2 and 4;
- the second level involves criteria 3 and 6.

##### 4.1 The first level classification

BS are services intended for sale provided by enterprises (criterion 4) and exclusively geared to enterprises and institutions (criterion 1) which are considered subjects (criterion 2), (cell I<sub>11</sub> of the table).

| SERVICES<br>PROVIDED<br>BY: | INTENDED FOR:                                  |                 |  |                 |  |                 |                 |                 |
|-----------------------------|--|-----------------|--|-----------------|--|-----------------|-----------------|-----------------|
|                             | enterprises<br>and institutions<br>only<br>(I) |                 | families and<br>individuals<br>only<br>(F) |                 | enterprises,<br>institutions,<br>and families<br>network (N) |                 | public<br>(C)   |                 |
|                             | 1.<br>Subj.                                    | 2.<br>Obj.      | 1.<br>Subj.                                | 2.<br>Obj.      | 1.<br>Subj.  | 2.<br>Obj.      | 1.<br>Subj.     | 2.<br>Obj.      |
| 1. enterprises              | I <sub>11</sub>                                | I <sub>12</sub> | F <sub>11</sub>                            | F <sub>12</sub> | N <sub>11</sub>  | N <sub>12</sub> | -               | -               |
| 2. institutions             | I <sub>21</sub>                                | I <sub>22</sub> | F <sub>21</sub>                            | F <sub>22</sub> | N <sub>21</sub>  | N <sub>22</sub> | C <sub>21</sub> | C <sub>22</sub> |
| 3. families                 | -  | -               | F <sub>31</sub>                            | F <sub>32</sub> | N <sub>31</sub>  | N <sub>32</sub> | -               | -               |

##### 4.2 The BS do not include:

- the services I<sub>12</sub> that involve physical objects (immobile or mobile) of the enterprise (e.g. repairs, maintenance, upkeep, packing, cleaning, transportation, etc.);
- non-marketable services I<sub>21</sub> and I<sub>22</sub>, offered to enterprises by public or private institutions (e.g. economic and research services, or services of business associations, etc.) or to their property (e.g. waste disposal);
- the services under F, intended exclusively for people and families (e.g. sanitary, scholastic, recreative, touristic, etc.) or their property (e.g. home appliance repair), whether provided by enterprises, institutions, or the families themselves;



- network services N, not only intended for enterprises and institutions, but also people and families, (such as services in communication, finance or insurance, etc.) or to their property (such as transportation or services involving sales, leasing, or renting furnishings or automobiles), whether provided by enterprises, institutions, or the families themselves;
- the collective services under C, offered exclusively by institutions to the public (such as defense, justice, etc.).

#### **4.3 The second level classification**

The **function needs** (criterion 3) of the enterprises and institutions pertain to activities that are performed internally, while connected to external events by markets and the interconnecting networks:

| <b>FUNCTIONS</b>         | <b>NETWORKS</b>               | <b>MARKETS</b>            |
|--------------------------|-------------------------------|---------------------------|
| F1 Sales and marketing   | Distribution                  | Sales outlets             |
| F2 Administration        | Administrative-fiscal offices | -                         |
| F3 Financial resources   | Credit-insurance              | Financial products market |
| F4 Human resources       | Labor services                | Labor market              |
| F5 Information resources | Communication                 | Information market        |
| F6 Technical resources   | Distribution                  | Supply market             |

Such functions, critical to the "life" of the enterprise-institution, are performed by the internal organization but can need support services from the BS.

**4.4** Each function can be broken-down into sub-functions (by code):

- F1. Sales and marketing
  - F1.1 Advertising
  - F1.2 Marketing
  - F1.3 Public relation
  - F1.4 Sales
  - F1.5 Sale promotion
- F2. Administration
  - F2.1 Managment control
  - F2.2 Accountancy
  - F2.3 Tax
  - F2.4 Legal
- F3. Financial resources
  - F3.1 Finance
  - F3.2 Insurance
- F4. Human resources
  - F4.1 Managerial staff
  - F4.2 Executive staff
- F5. Information resources
  - F5.1 Hardware
  - F5.2 Software
  - F5.3 Data processing
  - F5.4 Database
- F6. Technical resources
  - F6.1 Architectural, civil, urban systems
  - F6.2 Environmental systems
  - F6.3 Engeneering processes and systems
  - F6.4 Materials
  - F6.5 Agri food
  - F6.6 Design styling and fashion

**4.5** The interaction between the agent (BS) and the client (enterprise or institution) can involve different methods (criterion 6), and the intervention of the agent can consist of:

- **W1 Standard operations**, expected on the part of the client and entrusted to the agent;
- **W2 Control and certification** on the part of the agent of procedures or results of the client;
- **W3 Decision support** for the client;
- **W4 Organizational intervention** for the client.

**4.6** The ways can be classified by various sub-ways (by code):

- W1. Standard operations
  - W1.1 Internal
  - W1.2 External
- W2. Monitoring
  - W2.1 Inspections, tests, analysis
  - W2.2 Certifications
- W3. Decision supports
  - W3.1 Consultancy
  - W3.2 Research, studies, analysis
  - W3.3 Projects
  - W3.4 Assistance
- W4. Organisation intervention
  - W4.1 System and procedures
  - W4.2 Training

**4.7** Crossing sub-functions of the client with sub-ways of the agent allows various types of services to be described. For example: software analysis (F5.2 and W3.2) and financial consultancy (F3.1 and W3.1).

**4.8** The BS enterprises can specialize in services:

- **uni-function-uni-way** (e.g. balance sheet auditings);
- **pluri-function uni-way** (e.g. consulting);
- **uni-function pluri-way** (e.g. computer services);
- **pluri-function pluri-way** (e.g. organizational research and assistance).

The domains of the activities depend on their history, market conditions, and economies of training, and can change often and rapidly.

Among the BS enterprises are also various agreements, permanent or temporary, that allow them to continually adapt their product offerings to the erratic market requirements.

Therefore a unique **top-down** "diairetic" classification method that favors one of the two criteria, function or way, it is not able to grasp the subtle organizational aspects of the BS enterprises and can yield distorted results in measuring the effective size of its market.

**4.9** A **bottom-up** classification strategy, founded on the combinatorial application of the two criteria, was utilized with positive results in the investigation of "Innovative Service Offerings to Metropolitan Milan Enterprises" (M. Martini, 1992).

## **5 An investigation on BS enterprises**

**5.1** The investigation, sponsored by the Assolombarda industrial association sought to estimate the services market for enterprises in the Milan area in 1990. From prior research, Milan appeared to have most concentrated and developed BS of any city in Italy.

**5.2** The data concerning the dynamics and structure of the local businesses and employees of the BS enterprises, as well as the sample list, were taken from the ASPO data bank. At the time, it provided information for 1981 to 1989 and adopted the NACE 70 economic activity classifications detailed, to four-digits.

Attention is focused on the units whose activity centered on corporate functions of the client enterprises:

1. Financial and administrative services (classes 835, "Legal consultants", and 836, "Accounting, financial consultancy and auditing");
2. Marketing and advertising (class 838, "Advertising and public relations", and category 839.1, "Market studies");
3. Consultancy and management (category 839.2, "Management consultancy");
4. Information services (category 839.3, "Information services, data processing and acquisition");
5. Engineering and technical services (class 837, "Technical services");

which taken together were called "Business Services" to distinguish from the broader group:

83 "Financial and insurance assistance and services to the enterprise" that also encompasses, in addition to those cited, the services of financial and commercial brokers, as well as services like cleaning, clerical, security, etc.

**5.3** The dynamics of whole private economy, excluding agriculture and independent contractors, of the services sector, of group 83 and, within, the BS, and is summarized in Table 5.1.

Thanks to explosive growth rates, higher than those of every other activity, during the Eighties the employees in Business Services units located in the Milan area increased from 2,8% to 5,2% on total: this share being by now comparable to those of important compartments as building, chemical and machine-tools industry.

We observe that from the 15,280 local units of Business Services estimated by ASPO for 1989, independent contractors were excluded, many of whom operate in related fields such as legal and financial consulting, etc. that experienced strong growth during these years.

Tab. 5.1

**Province of Milan, local units and employees number.**

|                                 | 1981      | 1989      | var. % |
|---------------------------------|-----------|-----------|--------|
| <b>local units</b>              |           |           |        |
| <i>Total industry services</i>  | 232,814   | 273,997   | 17.7   |
| of which:                       |           |           |        |
| <i>Services sector</i>          | 153,061   | 180,976   | 18.2   |
| of which:                       |           |           |        |
| <i>Services to enterprises</i>  | 8,258     | 16,620    | 101.3  |
| of which:                       |           |           |        |
| <b><i>Business Services</i></b> | 7,279     | 15,280    | 109.9  |
| <b>employees</b>                |           |           |        |
| <i>Total industry services</i>  | 1,533,731 | 1,599,868 | 4.3    |
| of which:                       |           |           |        |
| <i>Services sector</i>          | 665,232   | 786,994   | 18.3   |
| of which:                       |           |           |        |
| <i>Services to enterprises</i>  | 51,101    | 94,643    | 85.2   |
| of which:                       |           |           |        |
| <b><i>Business Services</i></b> | 42,962    | 83,382    | 94.1   |

Source: Research by Ail-Gruppo Clas on ASPO data

Also excluded from the investigation were the smaller local units, with only one or two employees. These have the form of an individual company and, apart from a different legal structure, are organizationally closer to an independent contractor than to larger enterprises.

Having excluded from the field of observation the local units with one or two employees, the resulting sample space is composed of 8,514 local units. They were made up of small (3-9 employees), medium (10-49 employees), and large (over 50 employees) sized units that collectively employed 73,839 people in 1989.

#### 5.4 The questionnaire (enclosure 1), that covered four topics:

- the form and relationships of the Business Services enterprises;
- the territorial and sectorial structure of their market;
- the type of services offered;
- the structure and quality of human resources employed,

and was assembled in conjunction with enterprises in the target industries of the research. The surveys were mailed in March 1991 to 2,588 enterprises, of

which 1,106 were local units with 10 employees or more and 1,482 with 3-9 employees (20% of the total).

The number of valid and complete responses was especially high for a mail survey: after an accurate check and some solicitation, 260 completed questionnaires were returned, which more than represents a satisfactory sample (Table 5.2).

The ex-post sample coverage increased passing from the small (3-9 employees), to the medium (10-49 employees), then to the large (over 50 employees) units. As the size increased, so did the variability of the sample, but this did not diminish the validity of the estimates.

**Tab. 5.2**

**Local units and employees of enterprises responding to the survey**

|                                      | 3-9        | 10-49        | over 50      | Total        |
|--------------------------------------|------------|--------------|--------------|--------------|
| <b>local units</b>                   |            |              |              |              |
| Financial and administrative service | 27         | 19           | 5            | 51           |
| Marketing and advertising            | 17         | 17           | 7            | 41           |
| Consultancy and management           | 20         | 5            | 3            | 28           |
| Information services                 | 28         | 20           | 20           | 68           |
| Engineering and technical services   | 37         | 23           | 12           | 72           |
| <b>Total</b>                         | <b>129</b> | <b>84</b>    | <b>47</b>    | <b>260</b>   |
| <b>employees</b>                     |            |              |              |              |
| Financial and administrative service | 146        | 374          | 684          | 1,204        |
| Marketing and advertising            | 84         | 318          | 1,024        | 1,426        |
| Consultancy and management           | 76         | 106          | 338          | 520          |
| Information services                 | 137        | 543          | 2,270        | 2,950        |
| Engineering and technical services   | 155        | 532          | 1,643        | 2,330        |
| <b>Total</b>                         | <b>598</b> | <b>1,873</b> | <b>5,959</b> | <b>8,430</b> |

*Source: Research by Ail-Gruppo Clas on ASPO data*

Thanks to knowing the number of employees and local units for each cell obtained by crossing the three size classes with the five industries, estimates can be made of each industry, size class, or for the enterprises as a group, using weighted averages with the number of local units or employees in each cell.

**5.5** In particular, to build a **typology of services offered**, first the portfolio of products must be gathered, the brochures used by the enterprises in an industry with their clients and the reference manuals of services published by their trade associations.

By examining the materials that the enterprises present to the market, the numerous expressions used to define the services offered are grouped into **54 type services**, of which the original texts could be considered lexical variants.

Other grouping of type services into more general categories could eliminate specific differences that are deemed relevant by the enterprises themselves.

**5.6** Observations:

- every enterprise offers many **type services**, in highly variable combinations.
- the type services do not correspond to the NACE 70 classification, adopted by the ASPO data bank, nor to its revision (NACE Rev.1 in four-digit codes and in five digit codes derived from ISTAT), that has since been released, nor to the CPC product classification.
- the type services are precisely characterized by the function and sub-function, way and sub-way combinations described above.

**5.7** The following Chart 1 associated each type service with its corresponding code (NACE Rev.1 in four-digits and ISTAT 91) and two codes in two-digits, representing the sub-function and sub-way respectively.

The correspondence between the two codes and the type services is biunivocal, while the between the ATECO codes and type services is ambiguous, as is illustrated in Chart 2.



Chart 1

| TYPE SERVICES                                | Functions | Ways | NACE Rev.1<br>ISTAT<br>Code |
|--|-----------|------|-----------------------------|
| 1 Sales of advertising space                 | 1.1       | 1.2  | 74.40.2                     |
| 2 Advertising campaigns                      | 1.1       | 4.1  | 74.40.1                     |
| 3 Marketing consultancy                      | 1.2       | 3.1  | 74.14                       |
| 4 Market research                            | 1.2       | 3.2  | 74.13.0                     |
| 5 New product feasibility studies            | 1.2       | 3.3  | 74.13.0                     |
| 6 Public opinion polling                     | 1.3       | 3.2  | 74.13.0                     |
| 7 Public relation                            | 1.3       | 4.1  | 74.14.5                     |
| 8 Direct marketing                           | 1.4       | 1.0  | 74                          |
| 9 Commercial consultancy                     | 1.4       | 3.1  | 74.14.6                     |
| 10 Sales planning                            | 1.4       | 4.0  | 74.14                       |
| 11 Promotional campaign management           | 1.4       | 4.1  | 74.40.1                     |
| 12 Business training                         | 1.4       | 4.2  | 74.14                       |
| 13 Exhibitions and trade fairs               | 1.5       | 1.2  | 74.83.1                     |
| 14 Administrative consultancy                | 2.0       | 3.1  | 74.14.4                     |
| 15 Administrative personnel training         | 2.0       | 4.2  | 74.14                       |
| 16 Strategic consultancy                     | 2.1       | 3.1  | 74.14.4                     |
| 17 Planning and control                      | 2.1       | 4.1  | 74.14.4                     |
| 18 Accounting services                       | 2.2       | 1.0  | 74.12.1                     |
| 19 Financial auditing and certification      | 2.2       | 2.2  | 74.12.2                     |
| 20 Fiscal consultancy                        | 2.3       | 3.1  | 74.12.1                     |
| 21 Legal consultancy                         | 2.4       | 4.1  | 74.11                       |
| 22 Financial consultancy                     | 3.1       | 3.1  | 74.14.1                     |
| 23 Financial resources management            | 3.1       | 4.1  | 74.14.1                     |
| 24 Insurance brokerage                       | 3.2       | 1.2  | 67.20                       |
| 25 Insurance consultancy                     | 3.2       | 3.1  | 67.20                       |
| 26 Human resource evaluation                 | 4.0       | 2.1  | 74.14                       |
| 27 Organizational consultancy                | 4.0       | 3.1  | 74.14.4                     |
| 28 Human resource management consultan       | 4.0       | 3.4  | 74.14.4                     |
| 29 Human resource planning and developme     | 4.0       | 4.1  | 74.14                       |
| 30 Search and selection of executives        | 4.1       | 3.2  | 74.50.0                     |
| 31 Management training                       | 4.1       | 4.2  | 74.14                       |
| 32 Search and selection of other personnel   | 4.2       | 3.2  | 74.50.0                     |
| 33 Training of other personnel               | 4.2       | 4.2  | 74.14                       |
| 34 Analysis and consultancy                  | 5.0       | 3.1  | 72.20.0                     |
| 35 System design                             | 5.0       | 3.3  | 72.20.0                     |
| 36 System programming and development        | 5.0       | 4.0  | 72.20.0                     |
| 37 System integration                        | 5.0       | 4.1  | 72.20.0                     |
| 38 Personnel training                        | 5.0       | 4.2  | 74                          |
| 39 Hardware maintenance                      | 5.1       | 1.1  | 72.50.0                     |
| 40 Software maintenance                      | 5.2       | 1.1  | 72.50.0                     |
| 41 Data processing services                  | 5.3       | 1.1  | 72.30.0                     |
| 42 Other technical consultancy               | 6.0       | 3.1  | 74.20                       |
| 43 Buying, tendering and preparation of bids | 6.1       | 1.2  | 74.20                       |
| 44 Urban construction consultancy            | 6.1       | 3.1  | 74.20.1                     |
| 45 Development planning                      | 6.1       | 3.2  | 74.20.1                     |
| 46 Feasibility studies                       | 6.1       | 3.3  | 74.20.1                     |
| 47 Project completion assistance             | 6.1       | 3.4  | 74.20.3                     |
| 48 Turnkey projects                          | 6.1       | 4.0  | 74.20.1                     |
| 49 Environmental and ecological consultanc   | 6.2       | 3.1  | 74.20                       |
| 50 Technical planning                        | 6.3       | 3.3  | 74.20.2                     |
| 51 Production system organization            | 6.3       | 4.1  | 74.20.3                     |
| 52 Technical personnel training              | 6.3       | 4.2  | 74.14                       |
| 53 Product and materials analysis            | 6.4       | 2.1  | 74.30.1                     |
| 54 Quality control and certification         | 6.4       | 2.2  | 74.30.2                     |

Chart 2

| NACE Rev.1<br>ISTAT<br>Code | Description   | TYPE SERVICES                                | F   | W   |
|-----------------------------|---|--|-----|-----|
| 67.20                       | Activities auxiliary to insurance and pension funding                               | 24 Insurance brokerage                       | 3.2 | 1.2 |
|                             |   | 25 Insurance consultancy                     | 3.2 | 3.1 |
| 72.20                       | Software consultancy and supply   | 34 Analysis and consultancy                  | 5.0 | 3.1 |
|                             |   | 35 System design                             | 5.0 | 3.3 |
|                             |   | 36 System programming and development        | 5.0 | 4.0 |
|                             |   | 37 System integration                        | 5.0 | 4.1 |
| 72.30                       | Data processing   | 41 Data processing services                  | 5.3 | 1.1 |
| 72.50                       | Maintenance and repair of office, accounting and computing machinery                | 39 Hardware maintenance                      | 5.1 | 1.1 |
|                             |   | 40 Software maintenance                      | 5.2 | 1.1 |
| 74                          | Other business activities   | 8 Direct marketing                           | 1.4 | 1.0 |
|                             |   | 38 Personnel training                        | 5.0 | 4.2 |
| 74.11                       | Legal activities  | 21 Legal consultancy                         | 2.4 | 4.1 |
| 74.12                       | Accounting, book-keeping and auditing activities; tax consultancy                   |  |     |     |
| 74.12.1                     | Accounting, book-keeping, corporate consultancy, tax consultancy                    | 18 Accounting services                       | 2.2 | 1.0 |
|                             |   | 20 Fiscal consultancy                        | 2.3 | 3.1 |
| 74.12.2                     | Corporate auditing  | 19 Financial auditing and certification      | 2.2 | 2.2 |
| 74.13                       | Market research and public opinion polling  | 4 Market research                            | 1.2 | 3.2 |
|                             |   | 5 New product feasibility studies            | 1.2 | 3.3 |
|                             |   | 6 Public opinion polling                     | 1.3 | 3.2 |
| 74.14                       | Business and management consultancy activities                                      | 3 Marketing consultancy                      | 1.2 | 3.1 |
|                             |   | 10 Sales planning                            | 1.4 | 4.0 |
|                             |   | 12 Business training                         | 1.4 | 4.2 |
|                             |   | 15 Administrative training                   | 2.0 | 4.2 |
|                             |   | 26 Human resource evaluation                 | 4.0 | 2.1 |
|                             |   | 29 Human resource planning and development   | 4.0 | 4.1 |
|                             |   | 31 Management training                       | 4.1 | 4.2 |
|                             |   | 33 Training of other personnel               | 4.2 | 4.2 |
|                             |   | 52 Technical personnel training              | 6.3 | 4.2 |
| 74.14.1                     | Financial consultancy   | 22 Financial consultancy                     | 3.1 | 3.1 |
|                             |   | 23 Financial resource management             | 3.1 | 4.1 |
| 74.14.4                     | Corporate administrative services, administrative management and corporate planning | 14 Administrative consultancy                | 2.0 | 3.1 |
|                             |   | 16 Strategic consultancy                     | 2.1 | 3.1 |
|                             |   | 17 Planning and control                      | 2.1 | 4.1 |
|                             |   | 27 Organizational consultancy                | 4.0 | 3.1 |
|                             |   | 28 Human resource management consultancy     | 4.0 | 3.4 |
| 74.14.5                     | Public relations  | 7 Public relations                           | 1.3 | 4.1 |
| 74.14.6                     | Credit information services   | 9 Commercial consultancy                     | 1.4 | 3.1 |
| 74.20                       | Architectural and engineering activities and related technical consultancy          | 42 Other technical consultancy               | 6.0 | 3.1 |
|                             |   | 43 Buying, tendering and preparation of bids | 6.1 | 1.2 |
|                             |   | 49 Environmental and ecological consultancy  | 6.2 | 3.1 |
| 74.20.1                     | Architectural studies   | 44 Urban construction consultancy            | 6.1 | 3.1 |
|                             |   | 45 Development planning                      | 6.1 | 3.2 |
|                             |   | 46 Feasibility studies                       | 6.1 | 3.3 |
|                             |   | 48 Turnkey projects                          | 6.1 | 4.0 |
| 74.20.2                     | Engineering studies   | 50 Technical planning                        | 6.3 | 3.3 |
| 74.20.3                     | Integrated engineering services   | 47 Project completion assistance             | 6.1 | 3.4 |
|                             |   | 51 Production system organization            | 6.3 | 4.1 |
| 74.30                       | Technical testing and analysis  |  |     |     |
| 74.30.1                     | Technical product testing and analysis  | 53 Product and material analysis             | 6.4 | 2.1 |
| 74.30.2                     | Quality control and product certification   | 54 Certification and quality control         | 6.4 | 2.2 |
| 74.40                       | Advertising   |  |     |     |
| 74.40.1                     | Advertising promotion studies   | 2 Advertising campaigns                      | 1.1 | 4.1 |
|                             |   | 11 Promotional campaign management           | 1.4 | 4.1 |
| 74.40.2                     | Agencies managing advertising space   | 1 Sales of advertising space                 | 1.1 | 1.2 |
| 74.50                       | Labor recruitment and provision of personnel  | 30 Search and selection of executives        | 4.1 | 3.2 |
|                             |   | 32 Search and selection of other personnel   | 4.2 | 3.2 |
| 74.83                       | Secretarial and translation activities  |  |     |     |
| 74.83.1                     | Convention organization   | 13 Exhibitions and trade fairs               | 1.5 | 1.2 |

**5.8** The questionnaire on economic activity (section 2) consisted of two questions:

- an open question on the principle and secondary economic activities
- a structured question asking for a percentage distribution of 1990 revenues, which was asked for in section 4.1 in millions of lire, according to the **corporate function to which the revenues apply**. The corporate functions corresponded to the 54 **type services** derived by combining the functions (or sub-functions) and ways (or sub-ways).

**5.9** The revenue distributions given for the type services were very pleasing, with only one missing response of the 260 questionnaires returned. The expected methods are well shown and the residual responses ("other" - indications) refer to services not included among the Business Services of the investigation.

## **6 Some research results**

### **6.1 Revenues**

From the sample estimates of revenues per employee and the complete employee data, up to 1990, it's possible to determine the total revenues of all Business Services enterprises working in the province of Milan, for the five industries and the three size classes under consideration (Table 6.1), as well as the percentage distribution according to the sector of their client enterprises (table 6.2).

Tab. 6.1  
**Revenues of Business Services units operating  
in the province of Milan, 1990**  
In millions of lire

|                                       | Size class |       |         | Total |
|---------------------------------------|------------|-------|---------|-------|
|                                       | 3-9        | 10-49 | over 50 |       |
| Financial and administrative services | 248        | 705   | 556     | 1,509 |
| Marketing and advertising             | 1,226      | 256   | 587     | 2,069 |
| Consultancy and management            | 401        | 211   | 89      | 701   |
| Information services                  | 1,135      | 560   | 983     | 2,678 |
| Engineering and technical services    | 939        | 1,063 | 665     | 2,667 |
| Total                                 | 3,949      | 2,795 | 2,880   | 9,624 |

Tab. 6.2  
**Percentage of 1990 revenues coming from:**

|                            | Size class |       |         | Total |
|----------------------------|------------|-------|---------|-------|
|                            | 3-9        | 10-49 | over 50 |       |
| Industrial enterprises     | 61.4       | 53.0  | 59.0    | 57.7  |
| Private service enterprise | 24.8       | 35.0  | 24.1    | 27.4  |
| Public administration      | 7.4        | 6.7   | 14.1    | 9.2   |
| Other                      | 6.5        | 5.3   | 2.8     | 5.8   |

## 6.2 Revenue distribution of the type services

The following table presents the revenue distribution by functional source and type service.

Tab. 6.3

**Revenues by functional source and type services*****F1 Sales and marketing***

In millions of lire

| TYPE SERVICES                      | Revenues |
|------------------------------------|----------|
| 4 Market research                  | 756,4    |
| 9 Commercial consultancy           | 232,9    |
| 2 Advertising campaigns            | 180,9    |
| 3 Marketing consultancy            | 157,8    |
| 13 Exhibitions and trade fairs     | 154,0    |
| 1 Sales of advertising space       | 120,3    |
| 12 Business training               | 119,4    |
| 11 Promotional campaign management | 113,6    |
| 7 Public relations                 | 55,8     |
| 5 New product feasibility studies  | 50,0     |
| 10 Sales planning                  | 49,1     |
| 6 Public opinion polling           | 38,5     |
| 8 Direct marketing                 | 32,7     |
| Other                              | 7,7      |
| Total                              | 2069,1   |

Tab. 6.4

**Revenues by functional source and type services*****F2 Administration***

In millions of lire

| TYPE SERVICES                           | Revenues |
|---|----------|
| 18 Accounting services                  | 271,4    |
| 14 Administrative consultancy           | 205,0    |
| 19 Financial auditing and certification | 111,6    |
| 17 Planning and control                 | 90,5     |
| 16 Strategic consultancy                | 84,7     |
| 20 Fiscal consultancy                   | 34,6     |
| 15 Administrative personnel training    | 32,7     |
| 21 Legal consultancy                    | 24,1     |
| Other                                   | 15,0     |
| Total                                   | 869,6    |

Tab. 6.5

**Revenues by functional source and type services*****F3 Financial resources***

In millions of lire

| TYPE SERVICES                    | Revenues |
|----------------------------------|----------|
| 22 Financial consultancy         | 292,6    |
| 25 Insurance consultancy         | 154,0    |
| 24 Insurance brokerage           | 138,6    |
| 23 Financial resource management | 42,3     |
| Other                            | 12,0     |
| Total                            | 639,5    |

Tab. 6.6

**Revenues by functional source and type services*****F4 Human resources***

In millions of lire

| TYPE SERVICES                              | Revenues |
|--|----------|
| 27 Organizational consultancy              | 210,8    |
| 30 Search and selection of executives      | 131,8    |
| 31 Management training                     | 73,1     |
| 28 Human resource management consultancy   | 63,5     |
| 32 Search and selection of other personnel | 48,1     |
| 29 Human resource planning and development | 41,4     |
| 33 Training of other personnel             | 37,5     |
| 26 Human resource evaluation               | 16,4     |
| Other                                      | 78,0     |
| Total                                      | 700,6    |

Tab. 6.7

**Revenues by functional source and type services*****F5 Information resources***

In millions of lire

| TYPE SERVICES                         | Revenues |
|---------------------------------------|----------|
| 41 Data processing services           | 809,4    |
| 36 System programming and development | 659,2    |
| 34 Analysis and consultancy           | 391,7    |
| 35 System design                      | 254,1    |
| 37 System integration                 | 181,9    |
| 40 Software maintenance               | 156,9    |
| 38 Personnel training                 | 88,5     |
| 39 Hardware maintenance               | 78,0     |
| Other                                 | 58,7     |
| Total                                 | 2678,4   |

Tab. 6.8

**Revenues by functional source and type services*****F6 Technical resources***

In millions of lire

| TYPE SERVICES                                | Revenues |
|--|----------|
| 48 Turnkey projects                          | 785,9    |
| 50 Technical planning                        | 663,1    |
| 42 Other technical consultancy               | 486,0    |
| 47 Project completion assistance             | 146,3    |
| 46 Feasibility studies                       | 116,5    |
| 51 Production system organization            | 109,7    |
| 54 Quality control and certification         | 104,9    |
| 44 Urban construction consultancy            | 70,3     |
| 43 Buying, tendering and preparation of bids | 60,6     |
| 49 Environmental and ecological consultancy  | 44,3     |
| 53 Product and material analysis             | 21,2     |
| 52 Technical personnel training              | 15,4     |
| 45 Development planning                      | 13,5     |
| Other  | 29,0     |
| Total  | 2666,7   |

### 6.3 Revenues by functional source and way of intervention

Tab. 6.9

**Revenues by functional source and intervention way**  
% on overall total

| <i>Functions</i>      | <i>Ways</i>         |            |                   |              |       | Total |
|-----------------------|---------------------|------------|-------------------|--------------|-------|-------|
|                       | Standard operations | Monitoring | Decision supports | Organization | Other |       |
| Sales and marketing   | 3.2                 | 0.0        | 12.8              | 5.4          | 0.1   | 21.5  |
| Administration        | 2.8                 | 1.2        | 3.4               | 1.5          | 0.2   | 9.0   |
| Financial resources   | 1.4                 | 0.0        | 4.6               | 0.4          | 0.1   | 6.6   |
| Human resources       | 0.0                 | 0.2        | 4.7               | 1.6          | 0.8   | 7.3   |
| Information resources | 10.9                | 0.0        | 6.7               | 9.7          | 0.6   | 27.8  |
| Technical resources   | 0.6                 | 1.3        | 16.0              | 9.5          | 0.3   | 27.7  |
| Total                 | 18.9                | 2.6        | 48.3              | 28.1         | 2.1   | 100.0 |

Tab. 6.10

**Revenues by functional source and intervention way**  
% of column total

| <i>Functions</i>      | <i>Ways</i>         |            |                   |              |       | Total |
|-----------------------|---------------------|------------|-------------------|--------------|-------|-------|
|                       | Standard operations | Monitoring | Decision supports | Organization | Other |       |
| Sales and marketing   | 16.9                | 0.0        | 26.6              | 19.2         | 3.8   | 21.5  |
| Administration        | 14.9                | 43.9       | 7.0               | 5.5          | 7.5   | 9.0   |
| Financial resources   | 7.6                 | 0.0        | 9.6               | 1.6          | 6.0   | 6.6   |
| Human resources       | 0.0                 | 6.5        | 9.8               | 5.6          | 38.9  | 7.3   |
| Information resources | 57.3                | 0.0        | 13.9              | 34.4         | 29.3  | 27.8  |
| Technical resources   | 3.3                 | 49.6       | 33.1              | 33.7         | 14.5  | 27.7  |
| Total                 | 100.0               | 100.0      | 100.0             | 100.0        | 100.0 | 100.0 |

The three corporate functions from which most revenues are derived are information resources, technology, and marketing.

For smaller enterprises the predominant revenue source was commercial functions; for medium enterprises, technology; and for large enterprises, the information system.



## 6.4 Revenues by way of intervention

Tab. 6.11

**Revenues by functional source and intervention way**  
% of row total

| Functions             | Modalità            |            |                   |              |       | Total |
|-----------------------|---------------------|------------|-------------------|--------------|-------|-------|
|                       | Standard operations | Monitoring | Decision supports | Organization | Other |       |
| Marketing, sales      | 14.8                | 0.0        | 59.7              | 25.1         | 0.4   | 100.0 |
| Administration        | 31.2                | 12.8       | 37.3              | 16.9         | 1.7   | 100.0 |
| Financial resources   | 21.7                | 0.0        | 69.8              | 6.6          | 1.9   | 100.0 |
| Human resources       | 0.0                 | 2.3        | 64.8              | 21.7         | 11.1  | 100.0 |
| Information resources | 39.0                | 0.0        | 24.1              | 34.7         | 2.2   | 100.0 |
| Technical resources   | 2.3                 | 4.7        | 57.7              | 34.2         | 1.1   | 100.0 |
| Total                 | 18.9                | 2.6        | 48.3              | 28.1         | 2.1   | 100.0 |

The standardized tasks of an enterprise on behalf of its clientele and that do not involve high level personnel comprise about 20% of total revenues.

Of the other 80%, "decision support" accounts for the largest part. The ways under this heading, by their very nature, involve highly qualified personnel that are able to interact with both clients and agents to identify problems (*problem setting*) and find solutions (*problem solving*).

The various sub-ways of intervention do not carry the same importance among corporate functions.

"Consulting and analysis" was the most significant sub-way among "administrative", "financial", and "human resource" functions. The "studies, research and projects" was the most significant sub-way for "commercial" functions, mainly in the form of "market research"; it was also represented under "technology" functions in the form of "technical planning".

The sub-way of assisting the organizational structure was most prevalent for "technology" functions, mainly in "turnkey projects", and for "information systems" in the form of "systems programming and development".

And finally, operational intervention was significantly present under "information systems", principally in the form of "processing services" but also well represented under "administrative", "financial" and "marketing" functions.

## 6.5 Functional revenues and activities prevalent for agents

It is interesting to observe how the revenues of corporate functions do not fully correspond to activities mainly attributed to enterprises in ATECO 81 classification from the ASPO data bank.

In Table 6.12, 34% of services performed by enterprises identifying themselves as principally "consulting and management" are geared toward functions other than human resources.

Also 12-13% of revenues from enterprises under "administrative and financial services", "sales and marketing", and "information services" pertain to functions different from the principle function.

"Engineering and technical services" recorded only 7% of revenues from functions other than technology.

Tab. 6.12  
Corporate functions

| <i>Functions</i>         | <i>Activity type</i>                |                               |                             |                     |                                    | <i>Total</i> |
|--------------------------|-------------------------------------|-------------------------------|-----------------------------|---------------------|------------------------------------|--------------|
|                          | Financial<br>administr.<br>services | Marketing<br>and<br>advertis. | Consult.<br>and<br>managem. | Inform.<br>services | Engineer.<br>technical<br>services |              |
| Administr. and financial | 87.1                                | 1.1                           | 9.8                         | 3.2                 | 3.2                                | 16.4         |
| Sales and marketing      | 0.9                                 | 87.6                          | 5.7                         | 1.1                 | 0.5                                | 19.8         |
| Human resources          | 2.1                                 | 3.4                           | 66.0                        | 3.3                 | 0.9                                | 7.0          |
| Information resources    | 7.0                                 | 2.5                           | 12.3                        | 88.7                | 2.4                                | 27.9         |
| Technical resources      | 2.9                                 | 5.4                           | 6.2                         | 3.7                 | 93.0                               | 28.9         |
| Total                    | 100.0                               | 100.0                         | 100.0                       | 100.0               | 100.0                              | 100.0        |

This confirms that the services offered by Business Service enterprises are diversely composed, frequently integrating different specializations. Moreover, the "boarders" of Business Service companies depend more on the corporate mission, in relation to the market penetration capability, than on corporate "know-how" or installed technology.

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**Enclosure 1**

***Research questionnaire  
on innovative services  
offered to enterprises  
in the Milan metropolitan area***

*The original version of the enclosed questionnaire is Italian  
The English version will be presented as a room document*

## SEZIONE PRIMA: INFORMAZIONI GENERALI

### 1. FORMA GIURIDICA:

- |   |  |
|---|--|
| <input type="checkbox"/> Ditta individuale  | <input type="checkbox"/> Società di capitali       |
| <input type="checkbox"/> Società di persone | <input type="checkbox"/> Altro (specificare) ..... |

### 2. DATA DI INIZIO DELL'ATTIVITÀ: 19

### 3. L'IMPRESA APPARTIENE AD UN GRUPPO ☐ SI ☐ NO

Se si

- |  |  |
|--|--|
| <input type="checkbox"/> Gruppo Estero | <input type="checkbox"/> Gruppo Italiano |
|--|--|

### 4. L'IMPRESA HA IN ESSERE RAPPORTI DI COLLABORAZIONE STABILI CON ALTRE IMPRESE? (È POSSIBILE DARE ANCHE PIÙ RISPOSTE)

#### 1. IN ITALIA

- |  |  |
|--|--|
| <input type="checkbox"/> NO                                  | <input type="checkbox"/> NO                                  |
| <input type="checkbox"/> SI con imprese dello stesso gruppo  | <input type="checkbox"/> SI con imprese dello stesso gruppo  |
| <input type="checkbox"/> SI con imprese dello stesso settore | <input type="checkbox"/> SI con imprese dello stesso settore |
| <input type="checkbox"/> SI con imprese acquirenti           | <input type="checkbox"/> SI con imprese acquirenti           |
| <input type="checkbox"/> SI con altre imprese                | <input type="checkbox"/> SI con altre imprese                |

#### 2. ALL'ESTERO

### 5. L'IMPRESA INTENDE STABILIRE NEL PROSSIMO FUTURO ALTRI ACCORDI FORMALIZZATI CON ALTRE IMPRESE?

#### 1. IN ITALIA

- |   |   |
|---|---|
| <input type="checkbox"/> NO   | <input type="checkbox"/> NO   |
| <input type="checkbox"/> SI per potenziare l'offerta dei servizi già prodotti | <input type="checkbox"/> SI per potenziare l'offerta dei servizi già prodotti |
| <input type="checkbox"/> SI per allargare la gamma dei servizi offerti        | <input type="checkbox"/> SI per allargare la gamma dei servizi offerti        |
| <input type="checkbox"/> SI per altri motivi .....                            | <input type="checkbox"/> SI per altri motivi .....                            |

#### 2. ALL'ESTERO



6. L'IMPRESA È:            ☐ 1 monolocalizzata            ☐ 2 plurilocalizzata

Se è plurilocalizzata indicare:

|   | U.L.  | ADD.  |
|---|-------|-------|
| <input type="checkbox"/> 1 unità locali e addetti in prov. di Milano                        | ..... | ..... |
| <input type="checkbox"/> 2 unità locali e addetti in Lombardia (esclusa la prov. di Milano) | ..... | ..... |
| <input type="checkbox"/> 3 unità locali e addetti in Italia (esclusa la Lombardia)          | ..... | ..... |
| <input type="checkbox"/> 4 unità locali e addetti nella Cee (esclusa l'Italia)              | ..... | ..... |
| <input type="checkbox"/> 5 unità locali e addetti nei paesi europei extra Cee               | ..... | ..... |
| <input type="checkbox"/> 6 unità locali e addetti negli Usa                                 | ..... | ..... |
| <input type="checkbox"/> 7 unità locali e addetti in Giappone                               | ..... | ..... |
| <input type="checkbox"/> 8 unità locali e addetti negli altri paesi                         | ..... | ..... |

## SEZIONE SECONDA: ATTIVITÀ DELL'IMPRESA

### 1. SERVIZI PRINCIPALI

.....  
.....  
.....  
.....  
.....

### 2. SERVIZI SECONDARI

.....  
.....  
.....  
.....  
.....

3. APPROSSIMATIVAMENTE, FATTO 100 IL FATTURATO 1990, QUALE È STATA LA PERCENTUALE DI FATTURATO NEI SEGUENTI GRUPPI DI ATTIVITÀ? <sup>1</sup>

[1] SERVIZI FINAN-  
ZIARI E PER  
L'AMMINISTRA-  
ZIONE

□□□

[2] SERVIZI ALLE  
VENDITE E  
MARKETING

□□□

[3] RISORSE UMANE  
ED ORGANIZZA-  
ZIONE

□□□

[4] SERVIZI DI  
INFORMATICA

□□□

[5] ENGINEERING E  
SERVIZI TECNICI

□□□

di cui <sup>2</sup>:

[1] Consulenza strate-  
gica □□□

[2] Consul. ammini-  
strativa □□□

[3] Consul. finanziaria  
□□□

[4] Consul. assicurati-  
va □□□

[5] Consulenza fiscale  
□□□

[6] Consulenza legale  
□□□

[7] Organizzazione ri-  
sorse finanziarie  
□□□

di cui <sup>2</sup>:

[1] Consulenza com-  
merciale □□□

[2] Consulenza marke-  
ting □□□

[3] Pubbliche relazioni  
□□□

[4] Studi di fattibilità  
per nuovi prodotti  
□□□

[5] Ricerche di mer-  
cato □□□

[6] Sondaggi di opi-  
nione □□□

[7] Programmazione  
delle vendite  
□□□

di cui <sup>2</sup>:

[1] Consulenza orga-  
nizzativa □□□

[2] Consulenza nella  
gestione delle ri-  
sorse umane  
□□□

[3] Piani di sviluppo  
delle risorse uma-  
ne □□□

[4] Valutazione delle  
risorse umane  
□□□

[5] Selezione ricerca  
dipendenti quadri  
□□□

[6] Selezione ricerca  
altro personale  
□□□

[7] Formazione diri-  
genti e quadri  
□□□

di cui <sup>2</sup>:

[1] Analisi e consulen-  
ze □□□

[2] Progettazione di  
sistemi soft-hard-  
ware □□□

[3] Programmazione e  
sviluppo sistemi  
□□□

[4] Integrazione di si-  
stemi (soft-hard-  
ware) □□□

[5] Servizi di elabora-  
zione (data entry,  
data base, ecc.)  
□□□

[6] Manutenzione  
hardware □□□

[7] Manutenzione  
software □□□

di cui <sup>2</sup>:

[1] Progetto chiavi in  
mano □□□

[2] Consulenza urba-  
nistica, edilizia  
□□□

[3] Consulenza am-  
bientale ecologica  
□□□

[4] Altre consulenze  
□□□

[5] Prove, verifiche co-  
mandi □□□

[6] Analisi prodotti,  
materiali □□□

[7] Piani di sviluppo  
□□□

|   |  |   |   |  |
|---|--|---|---|--|
| [8] Pianificazione e controllo <input type="text"/>                 | [8] Organizzazione di campagne promozionali <input type="text"/> | [8] Formazione altro personale <input type="text"/> | [8] Formazione del personale addetto <input type="text"/> | [8] Organizzazione sistemi produzione <input type="text"/>                       |
| [9] Servizi di contabilità, paghe e contributi <input type="text"/> | [9] Campagne pubblicitarie <input type="text"/>                  | [9] Altri <input type="text"/>                      | [9] Altri <input type="text"/>                            | [9] Acquisti ed appalti (preparazioni di documenti di gara) <input type="text"/> |
| [10] Brochering assicurativo <input type="text"/>                   | [10] Vendita di spazi pubblicitari <input type="text"/>          |   |   | [10] Studi di fattibilità <input type="text"/>                                   |
| [11] Revisione e certificazione bilanci <input type="text"/>        | [11] Direct marketing <input type="text"/>                       |   |   | [11] Progettazione tecnica <input type="text"/>                                  |
| [12] Formazione del personale amministrativo <input type="text"/>   | [12] Organizzazione di mostre, fiere <input type="text"/>        |   |   | [12] Assistenza in fase di realizzazione del progetto <input type="text"/>       |
| [13] Altri <input type="text"/>                                     | [13] Formazione, selezione, reti di vendita <input type="text"/> |   |   | [13] Realizzazione montaggio di sistemi <input type="text"/>                     |
|   | [14] Formazione del personale commerciale <input type="text"/>   |   |   | [14] Formazione del personale tecnico <input type="text"/>                       |
|   | [15] Altri <input type="text"/>                                  |   |   | [15] Altri <input type="text"/>  |

- <sup>1</sup> La somma delle percentuali espresse senza decimali relative a ciascuna dei 5 gruppi di attività deve risultare pari a 100.
- <sup>2</sup> Il totale delle percentuali dei sottogruppi di ogni colonna deve essere uguale alla quota indicata per il corrispondente gruppo.

### SEZIONE TERZA: IL MERCATO

1. QUALE È STATO IL FATTURATO NEL 1990?  
(in milioni di lire) .....

2. QUALE È STATA NEL 1990 LA PERCENTUALE DI FATTURATO PROVENIENTE:

☐ Dal mercato locale (prov. MI) .....

☐ Dal mercato nazionale (compresa prov. MI) .....

☐ Dal mercato internazionale .....

3. NEL PROSSIMO FUTURO SI PREVEDE CHE TALI PERCENTUALI SARANNO:

☐ Mercato locale (prov. MI)      ☐ maggiori   ☐ uguali   ☐ minori

☐ Mercato nazionale  
(compresa prov. MI)      ☐ maggiori   ☐ uguali   ☐ minori

☐ Mercato internazionale      ☐ maggiori   ☐ uguali   ☐ minori

4. QUALE È STATA NEL 1990 LA PERCENTUALE DEL FATTURATO PROVENIENTE DA:

☐ Imprese industriali (manifatturiere, costruzioni, gas, acqua, energia ecc.) .....

☐ Imprese agricole .....

☐ Imprese di servizi privati (ad es. credito, assicurazione, commercio, comunicazioni, trasporti, ecc.) (\*) .....

☐ Pubblica Amministrazione (Stato, Comune, Regione, ecc.) .....

☐ Associazioni ed Enti vari .....

5. NEL PROSSIMO FUTURO SI PREVEDE CHE TALI PERCENTUALI SARANNO:

☐ Imprese industriali      ☐ maggiori   ☐ uguali   ☐ minori

☐ Imprese agricole      ☐ maggiori   ☐ uguali   ☐ minori

(\*) Si ricordi che secondo la classificazione ufficiale ad esempio le Ferrovie dello Stato e la Sip sono imprese di servizi mentre l'Enel è un'impresa industriale.

- |  |                                     |                                   |                                   |
|--|-------------------------------------|-----------------------------------|-----------------------------------|
| <input type="checkbox"/> 3 Imprese di servizi        | <input type="checkbox"/> 1 maggiori | <input type="checkbox"/> 2 uguali | <input type="checkbox"/> 3 minori |
| <input type="checkbox"/> 4 Pubblica Amministrazione  | <input type="checkbox"/> 1 maggiori | <input type="checkbox"/> 2 uguali | <input type="checkbox"/> 3 minori |
| <input type="checkbox"/> 5 Associazione ed Enti vari | <input type="checkbox"/> 1 maggiori | <input type="checkbox"/> 2 uguali | <input type="checkbox"/> 3 minori |

6. INDICARE IL NUMERO DI CLIENTI DEL 1990: .....

7. INDICARE QUALE PERCENTUALE DI FATTURATO È STATA REALIZZATA:

- ☐ 1 Con i primi 5 clienti ..... ☐ 2 Con i primi 2 clienti .....

#### SEZIONE QUARTA: ORGANIZZAZIONE E RISORSE UMANE

1. CON RIFERIMENTO AGLI ADDETTI DELLE UNITÀ LOCALI IN PROVINCIA DI MILANO INDICARE IL NUMERO AL 31.12.1989 E AL 31.12.1990:

|   | 31-12-1989 | 31-12-1990                          |
|---|------------|-------------------------------------|
| <input type="checkbox"/> 1 Imprenditori, soci partners, familiari | .....      | .....<br>Di cui<br><i>PART-TIME</i> |
| <input type="checkbox"/> 2 Dirigenti e quadri dipendenti          | .....      | .....                               |
| <input type="checkbox"/> 3 Impiegati                              | .....      | .....                               |
| <input type="checkbox"/> 4 Altro personale dipendente             | .....      | .....                               |
| <input type="checkbox"/> 5 Totale                                 | .....      | .....                               |

2. QUANTI DEGLI ADDETTI AL 1990 INDICATI AL PUNTO PRECEDENTE SONO DESTINATI PREVALENTEMENTE AI SERVIZI GENERALI (AMMINISTRAZIONE, PERSONALE, ECC.)?

- ☐ 1 Imprenditori, soci  
partners, familiari .....
- ☐ 2 Dirigenti, quadri,  
impiegati e altro  
personale dipendente .....

3. INDICARE IL NUMERO DEI DIPENDENTI NELLE UNITÀ LOCALI DELLA PROVINCIA DI MILANO<sup>1</sup>

| USCITE NEL<br>CORSO DELL'ANNO |      |                   | ENTRATE NEL<br>CORSO DELL'ANNO |      |                   |
|-------------------------------|------|-------------------|--------------------------------|------|-------------------|
| 1989                          | 1990 | 1991 <sup>2</sup> | 1989                           | 1990 | 1991 <sup>2</sup> |
| ....                          | .... | ....              | ....                           | .... | ....              |

4. PRESCINDEENDO DA EVENTUALI COLLABORAZIONI PER I SERVIZI GENERALI, LA O LE UNITÀ LOCALI CON SEDE IN PROVINCIA DI MILANO SI SONO AVVALSE CON SISTEMATICITÀ DI COLLABORATORI PROFESSIONISTI ESTERNI?

☐ 1 SÌ      ☐ 2 NO

Se si specificarne il numero:

- ☐ 1 per la commercializzazione del servizio ....
- ☐ 2 per consulenze integrative specifiche ....
- ☐ 3 per la realizzazione del servizio ....
- ☐ 4 per l'esecuzione dei compiti operativi ....
- ☐ 5 altri .....

<sup>1</sup> Esclusi i trasferimenti.

<sup>2</sup> Previsioni.