

Overview of contents

PART I	INTRODUCTION.....	1
PART II	RESEARCH DESIGN	17
PART III	THE SERVICE-DOMINANT LOGIC PERSPECTIVE ON SERVICE INNOVATION IN SERVICE SYSTEMS	25
PART IV	STAKEHOLDER INTEGRATION IN SERVICE INNOVATION - A PASSIVE LOOK FROM OUTSIDE.....	41
PART V	THE MANAGEMENT PERSPECTIVE ON STAKEHOLDER INTEGRATION IN SERVICE INNOVATION - A REACTIVELY ENGAGED EXPLORATION OF CASE STUDY.....	79
PART VI	THE SERVICE SYSTEMS VIEW ON STAKEHOLDER INTEGRATION - A MUTUALLY ENGAGED CASE STUDY ON INTERNAL STAKEHOLDER INTEGRATION.....	129
PART VII	SUMMARY OF FINDINGS AND IMPLICATIONS	155
	REFERENCES.....	181
	ANNEXES	201

Table of contents

Foreword.....	V
Preface	VII
Overview of contents	IX
Table of contents	XI
Abstract	XVII
List of figures.....	XIX
List of tables.....	XXI
List of abbreviations	XXIII
PART I INTRODUCTION.....	1
1 The motivation for this thesis	2
2 The theoretical background and purpose of this thesis	7
3 Structure of the thesis – a three step approach	11
3.1 A passive look from outside	12
3.2 Reactively engaged exploration from a management perspective	13
3.3 Mutually engaged exploration with a service systems view	14
PART II RESEARCH DESIGN.....	17
1 Research methodology	18
2 Case study research.....	19
3 The engaged scholarship approach	21
PART III THE SERVICE-DOMINANT LOGIC PERSPECTIVE ON SERVICE INNOVATION IN SERVICE SYSTEMS	25
1 Approaches to service innovation.....	26
2 The service-dominant logic	29
3 Co-creation as a paradigm	32

4	The service-dominant logic view on service systems and stakeholder integration.....	36
4.1	Service systems in service innovation	36
4.2	Stakeholder integration for service innovation in service systems.....	38
PART IV STAKEHOLDER INTEGRATION IN SERVICE INNOVATION		
	- A PASSIVE LOOK FROM OUTSIDE	41
1	State-of-the-art of research on external and internal stakeholder integration - review of literature	43
1.1	Stakeholders in service innovation	43
1.2	Literature on external stakeholder integration	45
1.2.1	Customers and users	46
1.2.2	Special customers and users: lead users and trusted customers	49
1.2.3	Other external stakeholders	50
1.3	Internal stakeholders.....	51
1.3.1	Core innovation team.....	52
1.3.2	Experts and employees from other functions.....	53
1.3.3	Senior management.....	53
1.3.4	Customer contact employees	54
1.4	Summary.....	55
2	Modes of stakeholder integration.....	56
3	Stakeholder integration practice as seen by outside intermediaries - an interview study	63
3.1	Research approach - interview study	64
3.1.1	Data collection.....	64
3.1.2	Data analysis.....	67
3.2	Findings.....	67
3.2.1	Internal stakeholders.....	69
3.2.1.1	Employees from the organisation	69
3.2.1.2	Customer contact employees.....	71

3.2.1.3 Senior management	72
3.2.2 External stakeholders.....	72
3.2.2.1 Customers and users.....	72
3.2.2.2 Experts	74
3.3 Discussion and conclusions	75
4 Summary and conclusion.....	78
 PART V THE MANAGEMENT PERSPECTIVE ON STAKEHOLDER INTEGRATION IN SERVICE INNOVATION - A REACTIVELY ENGAGED EXPLORATION OF CASE STUDIES.....	 79
1 Stakeholder integration in service innovation from a management perspective ..	81
2 Healthcare solutions development in a manufacturing context - an in-depth case study	84
2.1 Research approach - in-depth case study	84
2.1.1 Data collection.....	85
2.1.2 Data analysis	86
2.1.3 The case organisation and the case “remote services for healthcare solutions”	87
2.1.3.1 The service innovation process of the healthcare services unit.....	88
2.1.3.2 The team of the service innovation project.....	88
2.1.3.3 Idea screening and idea generation outside the service engineering process	89
2.2 Findings	90
2.2.1 Overview of integrated stakeholders	90
2.2.2 Incidents of stakeholder integration.....	91
2.2.3 Mutual integration of stakeholders	93
2.2.3.1 Mutual integration of members of the organisation during idea generation.....	94
2.2.3.2 Mutual integration of senior management during development	95
2.2.3.3 Mutual integration of suppliers during development.....	96
2.2.4 Reactive integration of stakeholders	97

2.2.4.1	Reactive integration of internal stakeholders	97
2.2.4.2	Reactive integration of external stakeholders	99
2.2.4.3	Reactive integration of customers	100
2.2.5	The organisational perspective on “internal” and “external”	102
2.3	Discussion and conclusions	103
3	Service innovation in medium-sized organisations in manufacturing and IT – a multiple case study	107
3.1	Research approach – multiple case study	107
3.1.1	Data collection	108
3.1.2	Data analysis	109
3.1.3	The cases of the multiple case study	110
3.2	Findings	112
3.2.1	Stages and modes of integration	112
3.2.1.1	Stakeholder integration in idea screening and idea generation	113
3.2.1.2	Stakeholder integration for idea evaluation	115
3.2.1.3	Stakeholder integration during development	116
3.2.1.4	Stakeholder integration for the testing of services	116
3.2.2	Further insights from the exploratory study	117
3.3	Discussion and conclusions	119
4	Synthesis of findings and conclusions	122
4.1	Identified stakeholders in service innovation	122
4.2	Modes of stakeholder integration	123
4.3	The reasons for stakeholder integration	124
4.4	Conclusions	126
PART VI THE SERVICE SYSTEMS VIEW ON STAKEHOLDER INTEGRATION – A MUTUALLY ENGAGED CASE STUDY ON INTERNAL STAKEHOLDER INTEGRATION		129
1	Exploring the affecting factors and effects of mutual stakeholder integration ...	131
2	Research approach – in-depth case study	132

2.1	The case organization and the case “interdisciplinary innovation workshop”	133
2.2	Data collection	134
2.3	Data analysis	137
3	Findings	139
3.1	Factors affecting stakeholder integration	139
3.1.1	Factors on the individual participant level	139
3.1.2	Factors at the integrator level	142
3.1.3	Factors at the system level	143
3.2	Effects of mutual stakeholder integration	144
3.3	Effects of mutual stakeholder integration from a service systems view	149
4	Discussion	150
5	Summary and conclusions	153
PART VII SUMMARY OF FINDINGS AND IMPLICATIONS		155
1	Summary of findings	156
2	Towards a stakeholder integration model	160
3	Implications	163
3.1	Implications for management	163
3.1.1	Interdependencies through indirect stakeholder integration	163
3.1.2	Forwarding information and knowledge – the role of customer contact employees	164
3.1.3	Resource allocation for service innovation	166
3.1.4	Embeddedness in service systems – dynamic effects	167
3.1.5	An extended approach for stakeholder mapping	168
3.1.6	Stakeholder integration – modes and stages	170
3.2	Implications for service innovation research	171
3.2.1	Value creation in service systems – inclusion of multiple stakeholders for co-creating innovation	172
3.2.2	Multi-sided value flows in innovating service systems	173

4	Outlook.....	174
5	Conclusion	176
6	Final notes	178
	REFERENCES.....	181
	ANNEXES	201
Annex A	Related publications	202
Annex B	The ten foundational premises of the service-dominant logic (Vargo & Lusch, 2008).....	204
Annex C	Frameworks for customer and stakeholder integration	205



<http://www.springer.com/978-3-658-19462-8>

Stakeholder Integration in Service Innovation

Jonas, J.M.

2018, XXIII, 206 p. 28 illus., Softcover

ISBN: 978-3-658-19462-8