The Impact of Organizational Identity
on Resource Integration in B2B Service Ecosystems

Ingo Husmann

A thesis submitted to

The University of Gloucestershire

in accordance with the requirements for the degree of

Doctor of Business Administration

in the Business School.

February 2018

Word Count: 64,416

Abstract

Purpose – Project business represents a large part of the business-to-business sector. The qualitative and quantitative scope of many project networks requires that several supplier firms participate in their development and delivery. Consequently, such project networks are characterized by a great heterogeneity with respect to the participating firms building a service ecosystem. This raises the question of how resource integration for value co-creation can be shaped successfully for all partners, not least because many projects are characterized by sometimes dramatic failures with respect to costs, duration, and scope.

Specifically, the different organizational identities provide institutional frames of reference to the resource-integrating actors. As the organizational identities are typically not harmonious with each other, at least partial misalignments of the institutional arrangements that shape the resource integration processes may emerge, leading to imperfect value co-creation or even value co-destruction.

The purpose of this thesis is to conceptualize and to empirically investigate the impact of organizational identity as an institutional context on resource integration in B2B service ecosystems.

Design/methodology/approach – The thesis makes use of interpretive phenomenology in conjunction with a qualitative case study approach to access the lived experience of actors of different professional service firms who have experienced changes in resource integration into a single B2B service ecosystem.

Findings – A conceptualization of organizational identity as institutional context for resource integration is developed and empirically investigated. The findings show a strong impact on the firms' organizational identities and the actors' resource integration experience and evaluation. Moreover, it is also very likely that if unmanaged, an at least partial misalignment of the institutional arrangements of multi-organizational B2B service ecosystems would represent a normal and also stable condition.

Research limitations/implications – The thesis shows the necessity to investigate resource integration and its institutional context on an organizational level and to integrate organizational identity constructs in value co-creation research.

Practical implications – For practitioners, the thesis provides insights for managing resource integration with multiple suppliers in business-to-business settings.

Originality/value – As a first conceptualization and empirical analysis of the interplay between organizational identity and resource integration, this thesis advances the current understanding of the institutional context for resource integration in service ecosystems. It argues for the wider relevance of organizational identity constructs for resource integration research and paves the way for future development.

Keywords Resource integration, value co-creation, institutional context, organizational identity, service ecosystems, business-to-business, interpretive phenomenology

Author's declaration

I declare that the work in this thesis was carried out in accordance with the regulations of the University of Gloucestershire and is original except where indicated by specific reference in the text. No part of the thesis has been submitted as part of any other academic award. The thesis has not been presented to any other educational institution in the United Kingdom or overseas.

Any views expressed in the thesis are those of the author and in no way, represent those of the University.

Signed ....   Date 2nd of February, 2018

Acknowledgements

Writing a doctoral thesis is a solitary exercise. Still, this project could only have happened with great support and contribution from a number of people.

First, I would like to express my warmest gratitude to all the participants of this research, who granted me permission and trust to access their lived experiences of resource integration and organizational identity in a business-to-business service ecosystem.

I would like to express my sincere appreciation and thanks to my supervisors, Professor Svetla Marinova for guiding me to the research phase, first supervisor Professor Stuart Hanmer-Loyd and second supervisor Professor Mario Büsch for your patient, encouraging and inspirational guidance for carrying out this thesis.

I would like to thank Professor Kleinaltenkamp who gave valuable feedback and has encouraged me to present my research on conferences and to publish my research.

And lastly, but definitely not least, to my family: Yvonne, for your support and care. I can hardly imagine myself having written this thesis without your encouragement and patience. Henri, just for being the wonderful kid who you are. I feel proud to be your father and to be a part of your journey. Thank you, both, for always being on my mind and making me think about something else than work from time to time. With all my love and gratitude for your sacrifices and support over the years, I dedicate this thesis to you.

Finally, finally, I thank God and the greater context of life that has allowed me the immense privilege of engaging in this activity. I consider it to be a blessing and an honour to undergo this process and feel changed as a person by the experience.

Table of contents

List of figures

List of tables

List of abbreviations

ARA	Activity-Resource-Actor
B2B	Business-to-Business
CAQDDAS	Computer-assisted qualitative analysis software
CDL	Customer-dominant logic
DBA	Doctor of Business Administration
EUR	Euro
IMP	Industrial Marketing and Purchasing Group
IT	Information technology
OB	Organizational behaviour
OEM	Original Equipment Manufacturer
OI	Organizational identity
PSF	Professional Service Firm
RI	Resource integration
RIM	Resource integration mode
RBV	Resource-based View
S-D Logic	Service-dominant Logic
SL	Service logic

Glossary of Key Terms

Organizational identity

An ongoing socially constructed and shared answer to the question 'Who we are as a collective' by the members of an organization in the form of plausible narratives using the members' lived experience. The organizational identity provides normative-cognitive institutional elements on how to enact the organizational identity.

Professional Service Firms

A specific type of firms that are characterized by the application of specialist knowledge to the creation of customized solutions for clients' problems. Their core assets are specialist technical knowledge of professionals and in-depth knowledge of clients.

Resource integration

The purposeful and intentional integration of potential resources in order to co-create value, hence a key condition for value co-creation. This thesis views resource integration as a socially constructed intersubjective experience, determined by the institutional context. The institutional context is used by the resource-integrating actors for resource recognition, rules of how to integrate resources value and how not to integrate resources, and the assessment of resource integration.

Resource integration mode

In B2B service ecosystems, the client intends to govern the collaboration with the various vendors as well as between those by written policies (e.g. legal contracts or work instructions). As these regulations and requirements (shall) rule the behaviour of the different actors within the various resource integrating processes in which they participate this thesis terms these regulations and requirements "resource integration mode" (RIM).

Service ecosystem

S-D logic views networks as service ecosystems that form the context through which value is derived. Service ecosystems are seen as inter-institutional systems with multiple institutional arrangements. Service ecosystems are understandable through the social structures and the institutional arrangements through which meaning is established. Resource integration by different actors guided by institutional arrangements takes place in service ecosystems. Service ecosystems can be seen as inter-institutional systems characterized by the coexistence of multiple and intertwined institutional arrangements.

Three pillars of institutions

The three pillars of institutions, regulative, normative and cultural-cognitive are a major concept of organizational institutionalism The regulative pillar consists of rules, laws, and sanctions. The basis for compliance to regulative institutions is expedience. The normative pillar consists of the norms and values that constitute standards to which existing behaviour or structures can be compared and then evaluated. The basis for compliance to normative institutions is a social obligation. The cultural-cognitive pillar consists of sets of beliefs that depend on the actors' perceptions and the personal implementation of their environment. These cognitive elements entail shared conceptions. The basis for compliance to cultural-cognitive institutions is shared understanding.

1 Introduction

This chapter introduces the thesis, its research and practical relevance, its scope, the research questions, and the expected contributions to knowledge, methodology, and practice.

The first part, Section 1.1, introduces the phenomenon of organizational identity and resource integration for value co-creation in B2B service ecosystems and its research and practical relevance. Section 1.2 is about the empirical context of the thesis. Section 1.3 explains the methodological context, and Section 1.4 the researcher's context. Section 1.5 introduces the research questions and the expected original contributions of this thesis. Section 1.6 explains the structure of the thesis.

1.1   Organizational identity and resource integration in B2B service ecosystems

Business-to-business (B2B) service ecosystems in the form of project networks (one project with multiple firms involved) represent a large part of the B2B sector (Ahola, 2009; Artto & Kujala, 2008; Artto & Wikström, 2005). In fact, in many industries like management consulting, marketing services, and IT, the work is generally organized in projects (Ahola, 2009). The qualitative and quantitative scope of many project networks requires that several supplier firms integrate their resources to co-create value (Aarikka-Stenroos & Jaakkola, 2012; Kohtamäki & Rajala, 2016; Löbler, 2013; Marcos-Cuevas, Nätti, Palo, & Baumann, 2016; Pera, Occhiocupo, & Clarke, 2016).

However, service ecosystems in the form of projects have a high failure rate as Flyvbjerg and Budzier (2015, p. 22) note: "projects across industries and geographies struggle to meet the most basic targets". A study by McKinsey and the University of Oxford showed, for instance, that half of all large IT projects defined as projects with a budget over $15 million are not successful (Flyvbjerg & Budzier, 2015; McKinsey&Company, 2012).

Floricel, Bonneau, Aubry, and Sergi (2014, p. 1091) see the reason for the high failure rates as "rooted in the rationality of decision theory, which seem to generate technical and commercial failures, internal and external conflicts". Consequently, Floricel et al. (2014) together with scholars both from project management research (Blomquist, Hällgren, Nilsson, & Söderholm, 2010; Engwall, 2003; Manning, 2008; P. Morris, 2013), as well as scholars from service ecosystem research (Akaka, Vargo, & Lusch, 2013; Chandler & Vargo, 2011), argue for taking into account the context of service ecosystems. This thesis views project networks from a service ecosystem point of view, following Floricel et al. (2014, p. 1091) who argue that researchers should "seek to draw upon fundamental sociological theories in order to deepen the understanding of project organizations".

An understanding of service ecosystems and resource integration for value co-creation, especially the institutional context of service ecosystems, is seen as crucial as it guides the actors' resource integration actors (Edvardsson,

Kleinaltenkamp, Tronvoll, McHugh, & Windahl, 2014; Floricel, Michela, & Piperca, 2016; Kleinaltenkamp, in-press; Koskela-Huotari, Edvardsson, Jonas, Sörhammar, & Witell, 2016; Koskela-Huotari & Vargo, 2016; P. W. G. Morris & Geraldi, 2011; Siltaloppi, Koskela-Huotari, & Vargo, 2016; Vargo, Wieland, & Akaka, 2015).

However, both resource integration for value co-creation and its institutional context in service ecosystems lack in conceptual and empirical research. Resource integration is a key concept of the Service-Dominant logic (S-D logic) as resource integration is seen as the pre-condition to value co-creation (Colurcio, Caridà, & Edvardsson, 2016; Kleinaltenkamp et al., 2012; Peters, 2016; Peters et al., 2014). Despite its importance, there is a stated lack of empirical research on resource integration. In fact, Caridà, Edvardsson, and Colurcio (2015) conclude that few studies address resource integration to co-create value as a concept per se. Accordingly, several authors state a strong need for empirical research on resource integration in general (Edvardsson et al., 2014; Kleinaltenkamp et al., 2012; Peters et al., 2014) and on the contextual nature of resource integration (Edvardsson, Tronvoll, & Gruber, 2011; Findsrud, Tronvoll, & Edvardsson, 2016; Koskela-Huotari et al., 2016; Koskela-Huotari & Vargo, 2016; Laud, Karpen, Mulye, & Rahman, 2015).

Similarly, while it has been claimed that institutions play a considerable role for resource integration and value co-creation in service ecosystems, the extant literature has not adequately identified and described the institutions and institutional elements in service ecosystems (Edvardsson et al., 2014; Kleinaltenkamp, in-press; Koskela-Huotari et al., 2016; Koskela-Huotari & Vargo, 2016; Vargo & Lusch, 2016). The service ecosystem literature describes the institutions at a very high level as 'rules of resource integration' or 'frames of reference' (Koskela-Huotari et al., 2016; Koskela-Huotari & Vargo, 2016; Vargo et al., 2015), not specifying any different institutional categories like the regulative (rules and policies), normative (values and norms), and cognitive (taken-for-grantedness) institutional elements (Koskela-Huotari et al., 2016; Vargo & Lusch, 2016). Contributions empirically researching and discussing the characteristics and different categories of institutional elements (regulatory, normative, and

cognitive) in a service ecosystem in detail on an organizational level are non-existent (Koskela-Huotari et al., 2016).

In addition, multiple and interrelated institutions that guide actors in service ecosystems are simultaneously described in the service ecosystem literature at a very high level as 'institutional arrangements' (Kleinaltenkamp, in-press; Koskela-Huotari et al., 2016; Vargo & Lusch, 2016). These institutional arrangements in a service ecosystem and its characteristics and effects are only discussed conceptually (Karpen & Kleinaltenkamp, in-press; Kleinaltenkamp, in-press). No studies appear to examine empirically how different and partially conflicting institutional elements in a service ecosystem align or misalign. This is crucial for a service ecosystem as the institutional elements of the resource-integrating actors are typically not fully aligned (Kleinaltenkamp, in-press). In contrast, in many cases, there exist at least partial misalignments within and across institutions that may lead to tensions and conflicts (Koskela-Huotari & Vargo, 2016), resulting in imperfect value-in-use realization or even value co-destruction (Kleinaltenkamp, in-press; Koskela-Huotari & Vargo, 2016).

Finally, in discussing institutions, the literature on resource integration and value co-creation in service ecosystems refers predominantly on the macro concept of institutional logics (Edvardsson et al., 2014; Vargo & Lusch, 2016). The concept of institutional logics is concerned with institutions on an organizational field level, (Scott, 2014; Thornton, Lounsbury, & Ocasio, 2012; Thornton & Ocasio, 2008), that is, "organizations that participate in a common meaning system" (Scott, 2014, p. 106). While undoubtedly highly valuable, these macro concepts provide only a little information concerning institutional elements on an organizational micro level and as such, are of limited value for improving resource integration and value co-creation in B2B service ecosystems. To bridge the macro concepts of institutions and institutional logics on an organizational micro level, several scholars propose the concept of organizational identities (Glynn, 2008, 2017; Lok, 2010; Thornton et al., 2012). For Lok (2010) and Thornton et al. (2012); organizational identity is the link between institutional logics and the behaviour of individuals and groups on a micro level. In fact, identity theory "emerged as a corrective to an over-socialized view" (Glynn, 2008, p. 418).

An organizational identity represents a self-referential concept defined by the members of an organizational (Cornelissen, Haslam, & Werner, 2016; Dennis A. Gioia & Hamilton, 2016). The concept of organizational identity addresses an "essential question of social existence: Who we are as a collective?" (Pratt, Schultz, Ashforth, & Ravasi, 2016, p. 3) in an organizational context (Whetten, 2006). As a result, organizational identities serve as frames of reference that shape the behaviour of their members (Huemer, 2013; Kohtamäki, Thorgren, & Wincent, 2016; Pera et al., 2016; Vargo & Lusch, 2011). This highlights the role of organizational identity as a central institutional component in determining the actors' behaviour in a service ecosystem on an organizational micro level and as a consequence, the value that is being co-created by resource integration of different firms in a service ecosystem (Huemer, 2013; Kohtamäki et al., 2016; Pera et al., 2016). However, little is known about the role of organizational identity as a central institutional component on an organizational level in determining the actors' behaviour in service ecosystems (Huemer, 2013; Kohtamäki et al., 2016; Pera et al., 2016; Vargo & Lusch, 2011) and as a consequence, its impact on resource integration and the value that is being co-created in service ecosystems.

The purpose of this thesis is hence to conceptualize and to empirically investigate organizational identities as an institutional context for resource integration in service ecosystems and to examine the implications for research and practice.

The main theoretical concepts used in this thesis are the concept of resource integration, the concept of organizational identity, and the concept of B2B service ecosystems as depicted in Figure 1.
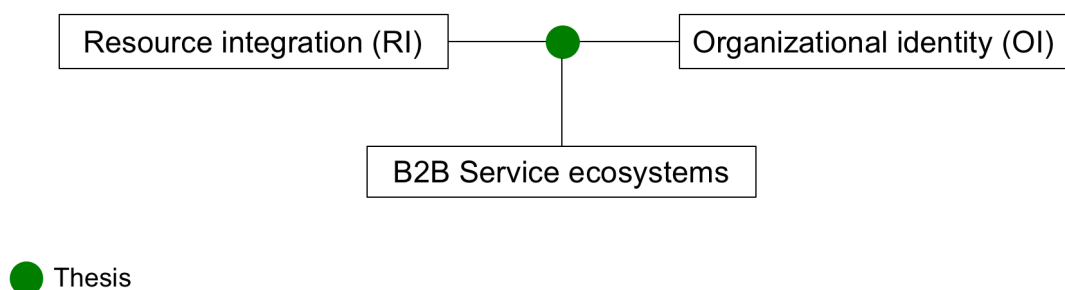
Figure 1   The thesis's main concepts

The concept of resource integration is presented in this thesis by the literature of value co-creation, especially of the service-dominant logic (S-D logic) (Colurcio

et al., 2016; Edvardsson et al., 2014; Kleinaltenkamp et al., 2012; Koskela-Huotari et al., 2016; Laud et al., 2015; Peters, 2016; Peters et al., 2014).

The concept of organizational identity is presented in this thesis from the organizational institutionalism perspective (Besharov & Brickson, 2016; Glynn, 2008; Royston Greenwood, Oliver, Sahlin, & Suddaby, 2008; Kleinaltenkamp, in-press; Lok, 2010; Phillips, Tracey, & Kraatz, 2016; Thornton et al., 2012; Thornton & Ocasio, 2008). Organizational institutionalism reveals organizational identity as it provides organizational identity with the notions of institutionalized belief systems (Glynn, 2008; Phillips et al., 2016).

The organizational identity view applied in this thesis sees an organization's identity as a frame of reference for the organizational member, which is continuously being constructed through narrative accounts based on the lived experience of the organizational members (Dennis A. Gioia & Hamilton, 2016; Dennis A. Gioia, Patvardhan, Hamilton, & Corley, 2013; Schultz, 2016; Suddaby, Foster, & Trank, 2016).

The concept of B2B service ecosystems in this thesis reflects the service ecosystem view of S-D logic (Akaka, Vargo, & Lusch, 2012; Vargo & Akaka, 2012; Vargo & Lusch, 2016). In this view, service ecosystems form the context through which value is derived (Akaka et al., 2013; Chandler & Vargo, 2011; Koskela-Huotari et al., 2016; Lusch, Vargo, & Gustafsson, 2016; Tronvoll, Edvardsson, & Lusch, 2011; Vargo & Akaka, 2012; Vargo et al., 2015).

The perspectives relating the main concepts for this thesis are depicted in Figure 2.

Value co-creation
(S-D logic)

Organizational
institutionalism

Resource integration (RI) ——●—— Organizational identity (OI)

B2B Service ecosystems
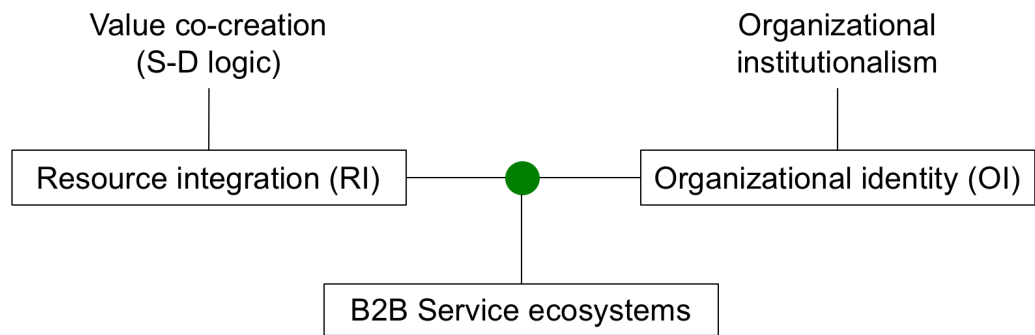
● Thesis

Figure 2   The thesis's main concepts and perspectives

After introducing the phenomenon of organizational identities and resource integration for value co-creation in B2B service ecosystems, the next section outlines the empirical context of the research.

1.2 Empirical context

The empirical context of this study is a project network in the German automotive industry consisting of different Professional Service Firms (PSFs). A project network is a B2B service ecosystem that consists of multiple firms in the context of one project (Ahola, 2009; Artto & Kujala, 2008; Artto & Wikström, 2005).

PSFs, like IT consultancies, management consultancies, and advertising agencies, are a distinct form of suppliers that are characterized by specialized knowledge for the creation of customized solutions for client's problems (Empson, Muzio, Broschak, & Hinings, 2015; Von Nordenflycht, 2010).

The project network was implemented by an automotive original equipment manufacturer. The project's objective was the re-development of the IT infrastructure for all digital customer touch points and, in particular, the website for end-customers, including all data bases and content management systems with a worldwide rollout in up to 50 countries. Several PSFs were involved over the course of the project. Of these, four PSFs can be termed significant PSFs as they took on key tasks and held the responsibility for the majority of activities, two Internet agency PSFs, and two IT consulting and systems integration PSFs. Over the course of the project network the research integration modes (RIMs), that is, the policies and work rules for resource integration, changed three times.

To research organizational identities as the institutional context for resource integration and value co-creation, a project network of PSFs is considered to be a rewarding empirical context by the author of this thesis as organizational identity is of high importance to members of PSFs as they define themselves through self-image and social groups (Alvesson & Empson, 2008; Alvesson, Kärreman, & Sullivan, 2015).

A project network with its different PSF sub-units provides a fruitful empirical service ecosystem context for researching the interplay of organizational identities and resource integration for value co-creation in a B2B service ecosystem as it allows for the comparison of resource integration experienced by four different PSF actor groups with different organizational identities in a single B2B service ecosystem context. To make the sub-units comparable, the focus of

this thesis is on the PSF actors only. The client organization of the project network is thus explicitly excluded from the research scope.

In addition, a project network with changing research integration modes provides a novel and rich research setting. Hence, the project network is of high research value as it (1) consists of different PSFs with different organizational identities and (2) has had the characteristic of different resource integration modes over the course of the project network.

The automotive industry as the empirical setting for the thesis is of relevance as it is the largest industry sector in Germany. In 2014, the turnover was EUR 384 billion, about 20% of the total German industry revenue. The automobile industry is one of the largest employers in Germany with a workforce of around 775,000 (2014) (Di Bitonto & Trost, 2016). Besides its economic importance, the automotive industry is an interesting empirical research context as the automotive industry currently faces several potentially disruptive IT and technology-driven trends, e.g., digitalization, autonomous driving, electrification, and connectivity (McKinsey&Company, 2016). This leads to an increasing importance of IT-related B2B service ecosystems for the automotive industry.

Professional Service Firms (PSFs) are of relevance as they are one of the most rapidly growing and significant sectors of the global economy (Empson et al., 2015). In 2013, the accounting, management consulting, legal, architectural, engineering, and advertising professional services in the USA generated revenues of $2.5 trillion and employed 14 million people. In the UK, PSFs employ almost 12% of the workforce (Empson et al., 2015). In addition to the sector size, PSFs play a key role in developing innovative business services, establishing, interpreting, and reshaping institutions and rules, and setting professional standards. Historically, PSFs acted as vehicles for the diffusion of new business practices and structures (Empson et al., 2015).

Two of the PSFs studied are IT consulting and systems integration firms. IT consulting and systems integration is a major PSF industry. The revenues of the 25 leading IT consulting and systems integration providers in Germany in 2014 was over € 9.8 billion (Lünendonk, 2014).

The other two PSFs studied are Internet agencies. Whereas IT consulting and systems integrators provide management consulting and IT services regarding IT backends and IT middleware, Internet agencies provide IT front-end related services like usability concepts, content concepts, visual design, and front-end development. Internet agencies are also a major PSF industry. According to the industry association BVDW, the revenue of Internet agencies in Germany in 2014 was over € 1.2 billion (BVDW, 2015).

The concepts of the empirical context of this thesis – project networks as a specific form of a B2B service ecosystem and PSFs as an organizational type with a high importance of organizational identities – together with the main concepts and the informing perspectives introduced in the previous section, is depicted in Figure 3.
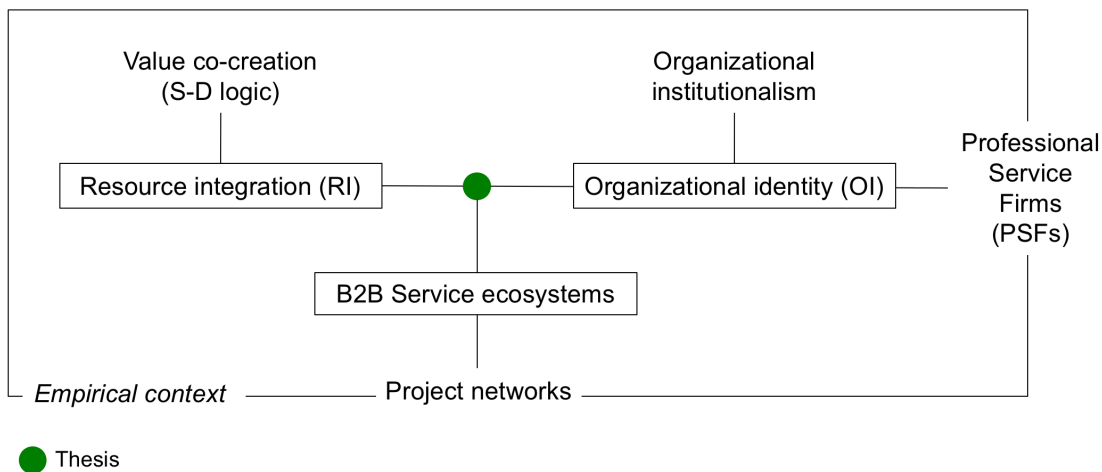
Figure 3   Main concepts, informing perspectives, and empirical context of this thesis

After explaining the empirical context of the thesis, the next section gives an overview of the methodological context.

1.3   Methodological context

The research philosophy of this thesis follows a relativist ontology (Bodner, Klobuchar, & Geelan, 2001; Lincoln, Lynham, & Guba, 2011) and an interpretivist/social constructionist epistemology (Alvesson & Sköldberg, 2009; Prasad & Prasad, 2002; Yanow, 2014). The methodology is hermeneutical and qualitative (Conroy, 2003; Horrigan-Kelly, Millar, & Dowling, 2016; Lincoln et al., 2011; Merriam, 1998; Stake, 1995).

In designing the methodology, an interpretive phenomenology strategy (Benner, 1994; Crist & Tanner, 2003; Gill, 2014) in combination with a qualitative case study research (Merriam, 1998; Stake, 1995) has been applied. Thus, phenomenology and case study work in conjunction with one another as qualitative research types often do (Merriam, 1998).

This thesis explores organizational identities and resource integration for value co-creation. Resource integration is, from an S-D logic point of view, phenomenologically experienced (Kleinaltenkamp et al., 2012). Thus, in order to make behaviour understandable, the actor's view of the phenomenon is necessary (Helkkula, Kelleher, & Pihlström, 2012). The experiential nature of resource integration calls for a phenomenological lens that focuses on the lived experience of different actor groups (Gill, 2014; Starks & Trinidad, 2007).

Phenomenology can address a variety of research topics that are concerned with subjective experiences and meanings (Finlay, 2009; Gill, 2014; Yanow, 2014). "Phenomenological inquiry seeks to explore and examine experiences" (Gill, 2014, p. 11) and attempts to describe these experiences from the viewpoint of the ones who have experienced it (Finlay, 2009; Gill, 2014).

Phenomenological approaches are especially strong in researching organizational identities (Gill, 2014; Dennis A. Gioia et al., 2013). The proponents of a social constructivist perspective believe that organizational identity is truly phenomenological (Corley et al., 2006; Gill, 2014).

Despite the proliferation of phenomenological methodologies in other sciences like nursing, pedagogy, and psychology, there has not been a broad application of phenomenology in organizational research yet (Gill, 2014; Sanders, 1982;

Tomkins & Eatough, 2013). According to Gill (2014, p. 2), "for organization researchers, much of the potential scope and value of phenomenology remains unrealized". Hence regarding methodology, this thesis answers the call for tapping into the potential of phenomenological approaches in organization research (Gill, 2014; Tomkins & Eatough, 2013).

The second methodological component of this thesis, the qualitative case study, is a well-established research tradition in business network research (Halinen & Törnroos, 2005; Järvensivu & Törnroos, 2010). A case study approach provides the possibility to study and compare different subunits in one context, which is considered to be very powerful as data can be analysed separately within the subunits, between different subunits, or across all of the subunits, providing a rich analysis (Baxter & Jack, 2008). The thesis follows a qualitative case study research (Merriam, 1998; Stake, 1995) where "qualitative researchers *are interested in understanding the meaning people have constructed*, that is, how they make sense of their world and the experiences they have in the world" (Merriam, 1998, p. 6, italics in original).

This thesis uses a hermeneutic circle, that is a spiralling process where the interpretations of participants and researchers build on each other's understandings over a period of time (Alvesson & Sköldberg, 2009). The data sources are participant observation, in-depth interviews, member-check group interviews, and case-external expert focus groups. Thematic analysis has been used for the analysing the data (Benner, 1994; Crist & Tanner, 2003).

The methodology of this thesis is depicted in Figure 4.
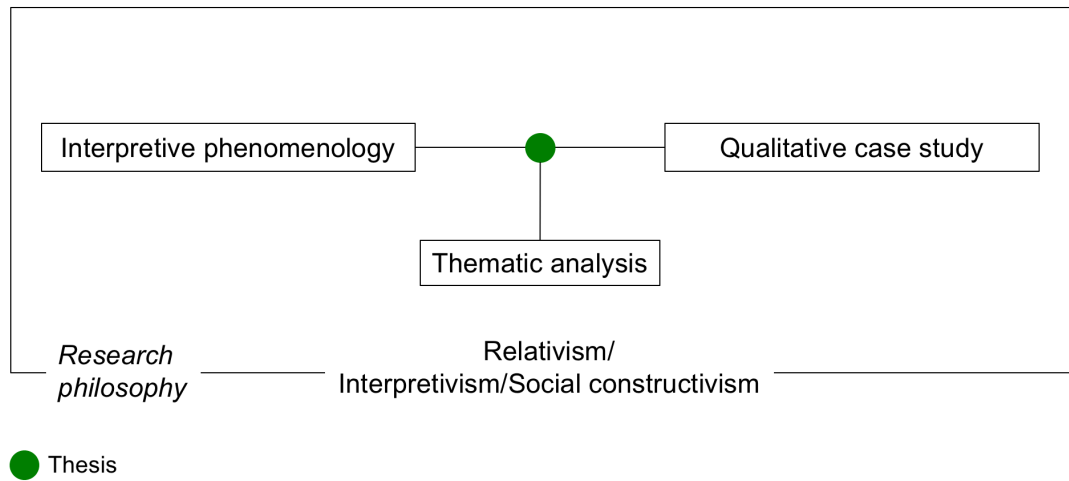
Figure 4   Methodology of the thesis

After explaining the empirical context of the research, the next section illustrates the context of the researcher and his motivation for this research.

1.4   Researcher's context

The motivation to study resource integration and organizational identities in a B2B service ecosystem is that after more than 15 years in professional services, the author of this thesis must confess that he is incredibly passionate about resource integration and value co-creation in B2B service ecosystems. He remains fascinated by the complex and dynamic nature of resource integration for value co-creation in service ecosystems by different firms with different organizational identities. Having had the opportunity to manage several B2B service ecosystems, the author of this thesis has the first-hand experience of the contextual nature of resource integration with different firms for the co-creation of value.

The objective from a practitioner's perspective for this thesis is to advance the understanding of resource integration for value co-creation in B2B service ecosystems with multiple firms. The aim is to provide guidelines for practitioners to manage B2B service ecosystems with multiple suppliers and to optimize the resource integration and value co-creation.

The decision of the author of this thesis for a Doctor of Business Administration (DBA) was guided by the opportunity to combine years of experience with theoretical knowledge. A professional doctorate offers the opportunity to broaden the conception of knowledge as it deliberately combines theoretical and practical knowledge (Stoten, 2016), hence bringing a practice perspective into the doctoral education (Banerjee & Morley, 2013).

The author of this thesis participated in the studied project network as a participating observer (Brannan & Oultram, 2012; DeWalt & DeWalt, 2010) over a period of two years. Thus, the author of this thesis not only fully participated in the social situation but also disclosed the observational objectives to the other participants.

After explaining the researcher's context, the next section introduces the research questions and the expected original contributions.

1.5   Research questions and expected original contributions

The objective of this thesis is to contribute to the development of the theory of resource integration in B2B service ecosystems by advancing the understanding of organizational identity as an institutional context.

The research relevance and the existing research gaps are summarized in Table 1.

Table 1

Research relevance and existing research gaps

Research relevance	Existing research gaps
• In B2B, value co-creation in project-based service ecosystems is common practice. • A lack in considering the institutional context of B2B service ecosystems is associated with high failure rates of project-based service ecosystems. • On an organizational level, organizational identities are seen as the institutional context for resource integration and value co-creation in B2B service ecosystems. • Different and partial conflicting organizational identity-based institutional elements in a B2B service ecosystem guide actors' value co-creation efforts simultaneously and may create conflict and tension, resulting in imperfect value realization or even value co-destruction.	1. There is a stated research need for empirical research on resource integration in general and on its institutional context in particular. 2. The extant literature on service ecosystems has not adequately identified and described institutional elements and its characteristics (regulative, normative, cognitive) on an organizational level. 3. The effects of institutional misalignment in B2B service ecosystems has not yet been empirically examined.

The thesis empirically explores organizational identity and resource integration for value co-creation in a B2B service ecosystem. In using a phenomenological lens, the findings are an understanding of resource integration as seen through the eyes of actors of different PSFs with different organizational identities who have experienced resource integration in a B2B service ecosystem.

The purpose of this thesis is hence to conceptualize and to empirically investigate the implications of organizational identity on actors' resource integration for value

co-creation in a B2B service ecosystem. Consequently, the main research question that the thesis seeks to answer is

Main Research Question: What is the impact of organizational identities as an institutional context on resource integration in B2B service ecosystems?

The following research sub-questions help to further this enquiry.

The first research question is about the general relationship of organizational identity as an institutional context with resource integration in a B2B service ecosystem.

Research Question 1: How are actors' organizational identities related to resource integration in a B2B service ecosystem?

Based on the general understanding gained from the relationship of organizational identity with resource integration, the second research question is about the relation of organizational identities as an institutional context to different modes of resource integration in B2B service ecosystems.

Research Question 2: How are actors' organizational identities related to different resource integration modes in a B2B service ecosystem?

Building on these understandings, the third research question is about actors' response to the experienced misalignment of institutional elements in B2B service ecosystems.

Research Question 3: How do actors respond to the experienced institutional misalignments between their organizational identities and the resource integration modes in a B2B service ecosystem?

In answering these research questions, the thesis expects to provide the following original contributions.

Expected original contribution to theory

This thesis is expected to contribute to the value co-creation and service ecosystem literature by marking one of the first attempts to conceptualize resource integration in service ecosystems and organizational identity as an

institutional context. Researching organizational identities and resource integration by accessing the lived experience of the resource-integrating actors of different organizational identities is a novel, not yet undertaken research and represents an original contribution to the understanding of resource integration for value co-creation in general and to the contextual role of institutions on an organizational level in a B2B service ecosystem in particular. In addition, the thesis is expected to detail the understanding of institutional elements (regulative, normative, cognitive) and to shed light on institutional (mis)alignment in service ecosystems.

Expected original contribution to methodology

The expected original contribution to the methodology of this thesis is the use of an interpretive phenomenological approach in conjunction with a qualitative case study. Interpretive phenomenology provides access to the lived experience of actors within a B2B service ecosystem, thus addressing the phenomenological nature of resource integration and organizational identity in service ecosystems. Phenomenological approaches are yet seldom applied in organizational studies but are opportune for developing new insights within organizational research. The application of interpretive phenomenology and qualitative case study for this thesis should demonstrate the scope and potential of phenomenology for organizational research and especially for investigating the institutional context of value co-creation in service ecosystems. The methodology used in this thesis is a rare application of phenomenology in organizational research and will open up new methodological avenues for future research on institutional contexts in service ecosystems.

Expected original contribution to practice

The expected original contributions to the practice of this thesis are guidelines for a strategic resource integration management in B2B service ecosystems with multiple firms in order to optimize the realization of value and prevent value co-destruction. These guidelines aim to help managers of B2B service ecosystems to manage the institutional set-up for a B2B service ecosystem with regard to its strategic targets and to manage different resource integration modes in the B2B service ecosystem. The guidelines may also help practitioners manage the

resource integration mode portfolios of suppliers in accordance with their organizational identities.

After introducing the research questions and the expected contributions, the next section outlines the structure of this thesis.

1.6   Structure of the thesis

The thesis is structured into six chapters. This first chapter introduces the academic and practical relevance of the phenomenon of organizational identities and resource integration for value co-creation in B2B service ecosystems. It explains the empirical context, the methodological context, and the researcher's context. This chapter also introduces the research questions and the expected original contributions of this thesis.

The next chapter is about the literature review and explores the field regarding the research questions and describes the literature search process. The literature review incorporates a review of the concepts for this thesis, consisting of value co-creation, resource integration, organizational institutionalism, organizational identity, and B2B networks. It also reviews the context-related literature on project networks and professional service firms (PSFs). The second chapter concludes with the presentation of the conceptual framework guiding the research for this thesis.

The third chapter, the research methodology, introduces the research philosophy of this thesis. It explains the research design and the chosen methods of data collection. It further explains the case selection, the informant's selection, and the analysis of the data.

The fourth chapter presents the empirical findings of this thesis, it describes the findings of the participants' observations, the lived experience of resource integration for each PSF actor group based on in-depth interviews and member check group interviews, and it describes the findings of the case-external expert focus groups.

Chapter 5 discusses the findings regarding the resource integration experience of different PSF actors in a B2B service ecosystem, its similarities and differences, and the impact of multiple organizational identities as the institutional context for resource integration and value co-creation in a B2B service ecosystem. The chapter relates the findings to the research questions and the existing literature reviewed in the second chapter. The chapter offers propositions based on the discussion, describing the impact of organizational identities on

resource integration for value co-creation in B2B service ecosystems. The chapter also discusses the quality of the research.

The sixth and last chapter draws the conclusion on what can now be said about organizational identities as institutional context on an organizational level for resource integration and value co-creation in B2B service ecosystems based on the findings of this thesis. The chapter highlights the thesis's original contributions to theory, methodology, and practice. The chapter also identifies the thesis's limitations and outlines fruitful directions for future research. The chapter concludes with the lived experience of the researcher conducting this research. Table 2 shows the schematic structure of the thesis.

Table 2

Schematic structure of the thesis

	Content	Purpose
Ch. 1	Introduction	Introduction to the phenomenon of organizational identities and resource integration for value co-creation in B2B service ecosystems and its academic and practical relevance.
		Explanation of the empirical context, the methodological context, and the researcher's context.
		Introduction to the research questions and the expected original contributions of this thesis.
		Explanation of the structure of the thesis.
Ch. 2	Literature review	Exploring the field regarding the research questions and description of the literature search process.
		A literature review of the concepts of value co-creation, resource integration, organizational identity, organizational institutionalism, and service ecosystem.
		Review of the context-related literature project networks and professional service firms.
		Presentation of the conceptual framework guiding the research for this thesis.
Ch. 3	Research methodology	Introduction of the research philosophy of this thesis. Explanation of the research design and the chosen methods of data collection.
		Explanation of the case selection and informants' selection and the analysis of the data.

	Content	**Purpose**
Ch. 4	Findings	Description of the findings of the participant observation.
		Description of the lived experience of resource integration for each PSF actor group.
		Description of the findings of the expert focus groups.
Ch. 5	Discussion	Discussion of the findings in relation to the research questions and the existing literature.
		An offering of propositions based on the discussion, describing the impact of organizational identities on resource integration for value co-creation in B2B service ecosystems.
		Discussion of the quality of the research.
Ch. 6	Conclusion	Drawing of conclusion on what now can be said about organizational identities and resource integration for value co-creation in B2B service ecosystems based on the findings of this thesis.
		Highlighting the thesis's original contributions to theory, methodology, and practice.
		Explanation of the implications for the practice of managing resource integration and value co-creation in B2B service ecosystems with multiple firms.
		Identification of the thesis's limitations and fruitful directions for future research.
		Account of the lived experience of the researcher conducting this research.

After introducing the research and outlining the structure of this thesis, the next section explains the literature review and will present the theoretical frame of reference of this thesis.

2   Literature review

A literature review should accomplish several important objectives, e.g., delimiting the research problem, seeking new lines of inquiry, distinguishing what has been done from what needs to be done, and critically examine the research methods used (Boote & Beile, 2005; Booth, Sutton, & Papaioannou, 2016; Randolph, 2009; Schryen, 2015).

The focus of this literature review is the phenomenon of organizational identities as institutional context and resource integration for value co-creation in B2B service ecosystems. The outcome should be a synthesis of literature, an interpretation of literature, and a guidance for the research. The frame of the literature review is conceptual as the related concepts, such as models, frameworks, or theories, are used to structure the presentation and the interpretation of findings (Schryen, 2015).

The objective is to identify the main concepts used to describe the phenomenon of organizational identity and resource integration for value co-creation in B2B service ecosystems and specifically, the underlying theories and the main critique and controversies. The result of the literature review is a narrative synthesis, i.e. a descriptive text to summarize the findings (Booth et al., 2016).

The literature review is built on eight parts as illustrated in Figure 5.
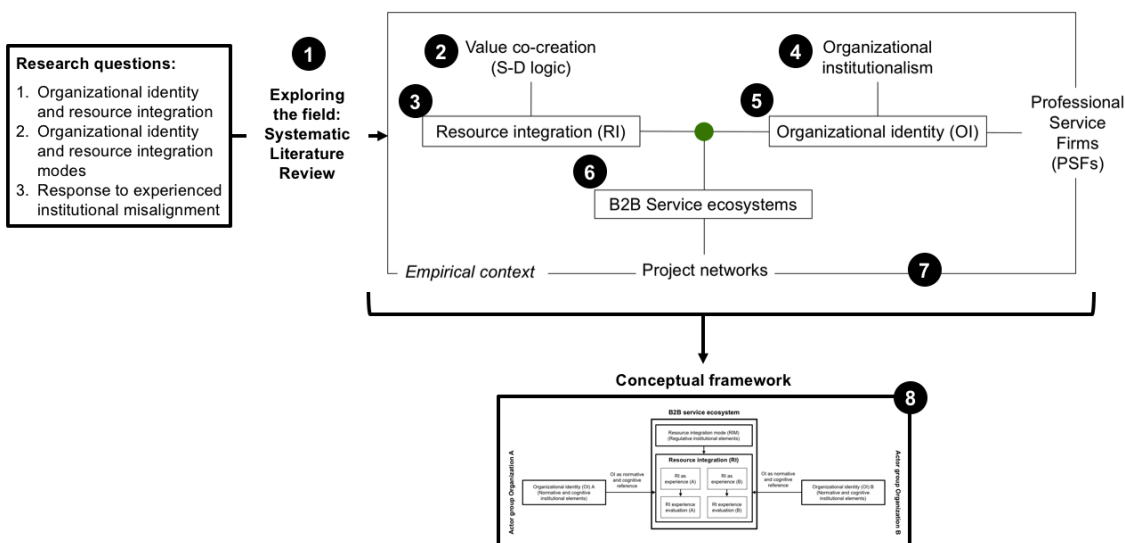
Figure 5   Structure of the literature review

The first part, Section 2.1, is about exploring the field regarding the research questions and describes the literature search process. Through this process, the body of knowledge is identified by researching organizational identities and resource integration for value co-creation in a B2B service ecosystem context. The next sections then discuss this body of knowledge. Section 2.2 is about value co-creation, the informing perspective for resource integration from an S-D logic point of view. Section 2.3 is about the concept of resource integration within the S-D logic framework. Section 2.4 discusses the informing perspective for organizational identity, organizational institutionalism. Section 2.5 is about the concept of organizational identity. Section 2.6 discusses the literature on B2B service ecosystems. Section 2.7 is about the empirical context of this thesis, consisting of the literature regarding project networks as a distinct form of a B2B service ecosystem and professional service firms as a distinct form of suppliers. Section 2.8 summarizes the literature, its models, concepts, and research findings as well as its research needs. The section concludes with the presentation of the conceptual framework guiding the research for this thesis built on the reviewed literature.

The literature review starts in the next section by exploring the field regarding the research questions.

2.1   Exploring the field

Exploring the field is the first part of the literature review as depicted in Figure 6.
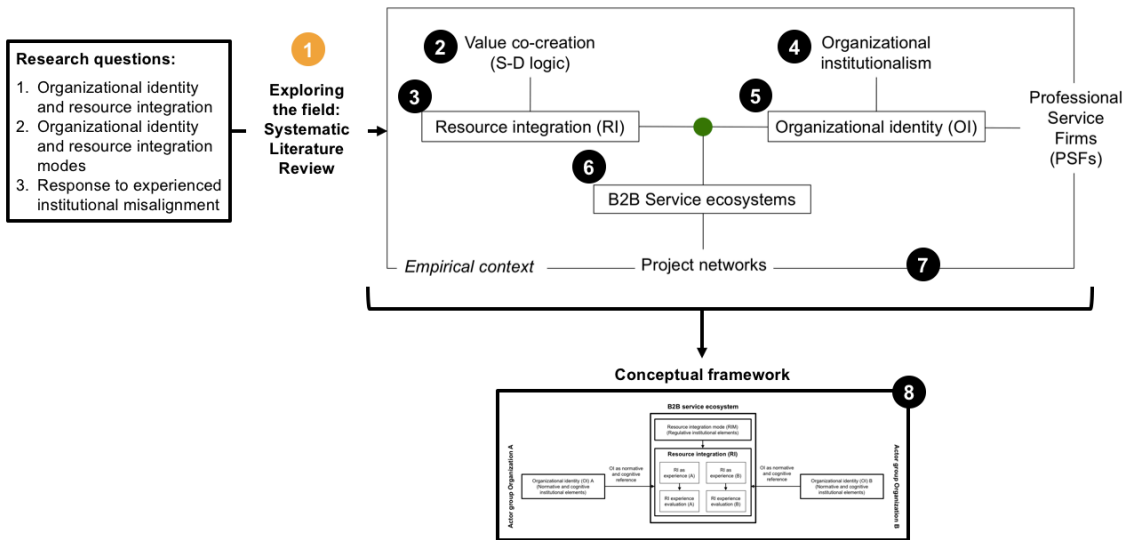
Figure 6   Exploring the field as part of the literature review

Exploring the field is a systematic literature search process which consist of the following stages: (1) searching the literature, (2) selecting relevant articles based on inclusion/exclusion criteria, (3) analysing results, and (4) performing forward/backward searches (references and citations) (Booth et al., 2016; Denyer & Tranfield, 2011; Randolph, 2009; Schryen, 2015).

The complete literature search process resulted in an identification of 16 relevant articles. The literature search process is depicted in Figure 7.

Step 1: Initial search of the literature

- Searching three databases ABI/INFORM Global, Science Direct, and Business Source Complete.

327 hits

Step 2: Selecting relevant articles based on abstract

- Selecting articles by using inclusion criteria based on abstract.

18 articles

Step 3: Selecting relevant articles based on full paper

- Selecting articles by using inclusion criteria for conceptual and empirical papers based on full paper.

- 10 articles

Step 4: Perform forward/backward search

- Forward and backward searches based on articles selected in step 3.

+ 8 articles

16 articles

Figure 7   Literature search process

In the first step, three major business and management literature databases were used for searching the literature, namely ABI/INFORM Global, ScienceDirect, and Business Source Complete. The first search of the three databases was performed on March 31st, 2016. A final search of the three databases was performed on January 4th, 2017. The search parameters used were derived from the research questions and resulted in 327 hits overall, summarized in Table 3.

Table 3

Search of the literature

Database	Limits	Search parameters	Results found
ABI/INFOR M Global	Peer-reviewed, 2006-2016	Resource integration AND organizational identity AND institution AND B2B	200
Science Direct	Peer-reviewed, 2006-2016	Resource integration AND Organizational identity AND Institution AND B2B	84
Business Source Complete	Peer-reviewed, 2006-2016	Resource integration AND Organizational identity	43
Total			327

In a second step, relevant articles were selected based on the article abstracts using inclusion criteria. The inclusion criteria for the article abstracts are the use of concepts related to resource integration, organizational identity, or institutions in general, and a reference to B2B. The inclusion criteria for the article abstracts are summarized in Table 4.

Table 4

Inclusion criteria based on the abstracts

- Refers to resource integration-related concepts, e.g., value co-creation, resources, resource integration, value, value-in-use, value-in-context.
- Refers to organizational identity-related concepts.
- Refers to institutional concepts, e.g., institutional logics, regulative, normative, and/or cognitive institutional elements.
- Refers to B2B, e.g., suppliers, industrial relationships, dyads, triads, networks, and service ecosystems.

This step resulted in the selection of 18 relevant articles based on the article abstract. In a third step, the 18 full articles were analysed using inclusion criteria. The conceptual articles had to contain a discussion of the theories or models used to guide the development of a practical framework for understanding resource integration and its context. They should present some relevant concept in relation to resource integration, its evaluation, and organizational identities or institutions. The empirical articles had to include cases or experiments, or

interventions designed to investigate resource integration in B2B contexts and/or factors or dynamics that enhance the understanding of resource integration, value co-creation, value-in-use, and value-in-context. The inclusion criteria for conceptual and empirical articles are summarized in Table 5.

Table 5

Inclusion criteria based on full articles

Conceptual	Empirical
• Must contain a discussion of theories or models used to guide the development of a practical framework for understanding resource integration and its context. • Should present some relevant concept in relation to resource integration, its evaluation, and organizational identities or institutions.	• Must include cases or experiments or interventions designed to investigate resource integration in B2B contexts. • Should include factors or dynamics that enhance the understanding of resource integration, value co-creation, value-in-use, and value-in-context.

Based on the inclusion criteria for full articles, the following eight articles were included as summarized in Table 6.

Table 6

Included articles based on full articles

Included articles	Article type
Raskovic (2015)	Conceptual
Kohtamäki and Rajala (2016)	Conceptual
Koskela-Huotari and Vargo (2016)	Conceptual
Ellis, Rod, Beal, and Lindsay (2012)	Empirical
Matthyssens, Vandenbempt, and Van Bockhaven (2013)	Empirical
Salonen and Jaakkola (2015)	Empirical
Marcos-Cuevas, Nätti, Palo, and Baumann (2016)	Empirical
Pera et al. (2016)	Empirical

In a fourth step, a backward and forward search based on the eight selected articles were conducted. For the forward search, Google Scholar was used. This

step led to an additional eight articles and to a final selection of 16 articles as summarized in Table 7.

Table 7

Selected articles using forward/backward search

Selected articles (8)	Forward/backward search (8)
Ellis et al. (2012)	Huemer (2013)
Matthyssens et al. (2013)	n/a
Raskovic (2015)	n/a
Salonen and Jaakkola (2015)	Hakanen and Jaakkola (2012)
Kohtamäki and Rajala (2016)	Edvardsson et al. (2011)
Koskela-Huotari and Vargo (2016)	Chandler and Vargo (2011) Koskela-Huotari et al. (2016) Findsrud et al. (2016)
Marcos-Cuevas, Nätti, et al. (2016)	Edvardsson et al. (2014) Aarikka-Stenroos and Jaakkola (2012)
Pera et al. (2016)	n/a

The 16 selected articles have been analysed regarding theoretical perspectives, methods used, findings, and stated research needs. The analysis segmented in conceptual articles and empirical articles is summarized in Tables 8 and 9.

Table 8

Selected conceptual research

Author	Journal	Research field / Sub-field	Theoretical perspective	Findings	Research need
Chandler and Vargo (2011)	Marketing Theory	Value co-creation / Context	S-D logic	Service exchange is framed by context. The actor perspective can only be understood from within the actor's direct context.	Among others, research is needed to distinguish empirically among macro, meso, and micro level.
Edvardsson et al. (2011)	Journal of the Academy of Marketing Science	Value co-creation / Value-in-social-context	S-D logic, Social construction theories	Value has a collective and intersubjective dimension and should be understood as value-in-social-context. The way in which resources are assessed depends on the social context. Service exchange and value co-creation can be asymmetric.	Among others, empirical studies are required on how service structures and systems form the basis for value co-creation in different social contexts, both at the collective and individual level.
Edvardsson et al. (2014)	Marketing Theory	Value co-creation / Resource integration	S-D logic, Institutional logics	Institutional logics matter as they ultimately enforce and shape actors' behaviours and the collaboration between actors when realizing value by transforming potential value into value-in-use.	Among others, research on the various behavioural systems shaping institutions and institutional logics that illustrate the cross-level effects of top-down and bottom-up interactions between societal actors within nested institutions in a service system.

Author	Journal	Research field / Sub-field	Theoretical perspective	Findings	Research need
Raskovic (2015)	Journal of Business & Industrial Marketing	Economic sociology	IMP	Key economic sociology concepts, which are particularly relevant for studying interaction in business relationships: embeddedness, networks, institutions, power, social capital, identity, social structures and cognition.	Among others, research is needed on institutions and identity influencing business relationships.
Findsrud et al. (2016)	Conference proceedings	Resource integration / Motivation theory	S-D logic	Resource integration is shaped by context and is a function of the actors' competence, motivation and accessibility of other resources. Resource integration always has an intended value outcome. The outcome of a value co-creation process can either be positive or negative, but the states and conditions for actors or resources are changed by resource integration and consequently either contribute to or detract from the intended outcome of the value co-creation process.	Research on motivation in resource integration across organizations.

Author	Journal	Research field / Sub-field	Theoretical perspective	Findings	Research need
Kohtamäki and Rajala (2016)	Industrial Marketing Management	Value co-creation / Co-production of value propositions	S-D logic, IMP, RBV, Transaction cost economics, Social Network Analysis	Value co-creation is related to situations where the customer and the supplier together generate the customer experience.	Among others, research to consider the application of institutional theory and to analyse how institutional structures affect the participating organizations. Use of single case studies leading to an in-depth understanding and allow the findings to be reported as compelling narratives. Qualitative research using discourse analytic and narrative methodologies.
Koskela-Huotari and Vargo (2016)	Journal of Service Theory and Practice	Value co-creation / Resources and institutions	S-D logic, institutional theory	Service ecosystems can be seen as interinstitutional systems characterized by the co-existence of multiple and intertwined institutional arrangements. As the diverse and partially conflicting institutional arrangements influence and guide actors' value co-creation efforts simultaneously, they create conflicts and tensions.	More holistic and systemic view of resource integration and value co-creation. Understanding of how specific instances of "resourceness" institutionalize and become part of the structure guiding the everyday life of the resource-integrating actors.

Table 9

Selected empirical research

Author	Journal	Research field / Sub-field	Theoretical perspective	Method	Findings	Research need
Aarikka-Stenroos and Jaakkola (2012)	Industrial Marketing Management	Value co-creation / Knowledge intensive business services	S-D logic, Service logic, solution literature	Abductive	Management of value conflicts is critical, as different perceptions of value may lead to fail- ures for knowledge intense services.	Research on different perceptions of value with a multiactor perspective.
Ellis et al. (2012)	Industrial Marketing Management	B2B networks / Identities in networks	IMP	Qualitative, narrative analysis	Identities in networks are nested: individual identity, organizational identity, and national identity.	Research addressing all organizational level, not only top management.
Hakanen and Jaakkola (2012)	Journal of Service Management	Co-creation / Solutions	S-D logic, solutions literature,	Case study	Co-creation solutions that meet customer needs requires supplier to have a shared understanding of the customer problem and expectations regarding the process.	Among others, research on the role of the supplier companies and the division of tasks between them.
Huemer (2013)	Industrial Marketing Management	B2B networks / Organizational identities	IMP	Case study	The idea that multiple contextually adapted actors could help firms cope with location-specific demands is problematic. Such reasoning leaves questions of legitimacy and authenticity unanswered, making some activities notionally inconsistent with each other.	Among others, investigating when and how strategic change actually requires identity change.

Author	Journal	Research field / Sub-field	Theoretical perspective	Method	Findings	Research need
Matthyssens et al. (2013)	Industrial Marketing Management	B2B networks / Institutional entrepreneur-ship	IMP	Case study	A network's adaption to change is hindered by normative and cognitive institutionalization leading to an institutional misfit. This can be unblocked by institutional entrepreneurship.	Among others, research that focus on the interactions between specific mechanisms of network institutionali-zation and the specific dynamics that counteract them in multiple contexts.
Salonen and Jaakkola (2015)	Industrial Marketing Management	Resource integration / Solutions	Organizational identity, Resource based view, Transaction cost economics, Agency theory, Knowledge based view, Resource dependence	Case study	Rationale for internal and external resource integration Four key question driving boundary decision: Identity, competence, efficiency, and power.	Among others, future studies should pay more attention to the concept of organizational identity.
Koskela-Huotari et al. (2016)	Journal of Business Research	Resource integration / Innovation	S-D logic, institutional theory	Case study	Innovation unfolds as a process of reconfiguring the institutional structure of service ecosystems as actors simultaneously break, make and maintain the institutionalized rules of resource integration on multiple levels of institutional context.	Research on institutional complexity and especially on institutional categories (regulative, normative, cognitive) in service ecosystems.

Author	Journal	Research field / Sub-field	Theoretical perspective	Method	Findings	Research need
Marcos-Cuevas, Nätti, et al. (2016)	Industrial Marketing Management	Value co-creation / B2B systems	S-D logic, Customer-dominant logic, Practice theory	Case study	Co-creation needs high levels of interaction in networks, strong connections, collegiality, trust, and concerted interaction.	Empirical work on the precursors of value co-creation, and a more in-depth exploration of the conditions under which value co-creation is likely to materialize.
Pera et al. (2016)	Journal of Business Research	Value co-creation / Multi-stakeholder ecosystems	S-D logic	Case study	Actors of a multi-stakeholder ecosystem are not seeking to achieve an overall alignment in terms of values. A polyphonic multi-stakeholder co-creation emerge and built upon diverse identities with, at times, conflicting agendas, tension, and oppositional values.	Analysis of interactions between stakeholders during the co-creation process, by using a more positivist approach (e.g. a quantitative social network analysis).

The analysis of the selected conceptual and empirical research is divided into the following topics: research fields, applied research perspectives, the view on resource integration, an institution's view on organizational identity, and the view on service ecosystems.

Research fields

The selected research covers the following research fields: value co-creation, resource integration, organizational institutionalism, organizational identity, B2B networks, and service ecosystems.

Applied research perspectives

With the exception of one article which draws on a variety of different theories (Salonen & Jaakkola, 2015), the selected research draws on two research perspectives: the perspective of S-D logic and the perspective of the Industrial Marketing and Purchasing Group (IMP).

In ten out of the 16 selected articles, S-D logic is the predominant research perspective. Four out of the 16 selected articles draw on IMP, one on mixed theoretical perspectives including IMP and S-D logic. The IMP-related research is predominantly empirical (three out of four). Two of the IMP-related articles explicitly research organizational identities, but none of the S-D logic-related research does.

View on resource integration and institutions

The selected research consistently views resource integration as determined by the institutional context (Chandler & Vargo, 2011; Koskela-Huotari & Vargo, 2016; Raskovic, 2015):

- The institutional context determines the assessment of resource (Edvardsson et al., 2011).
- Resource integration is actor-specific and intentional (Findsrud et al., 2016). The institutional context determines the actions of the resource-integrating actors (Edvardsson et al., 2014).

View on organizational identities

The S-D-related research strongly stresses the importance of institutional arrangements for resource integration and service ecosystems but, with the

exception of Pera et al. (2016) who refer to motivation, refers to it only on a macro level and on institutional logics (Edvardsson et al., 2014).

Organizational identity in a service ecosystem is explicitly researched by only two IMP-related articles (Ellis et al., 2012; Huemer, 2013). Ellis et al. (2012) research the identity construction of top managers in India but not its institutional influence on service ecosystems. Huemer (2013) researches an international salmon service ecosystem and supports the notion that an actor's organizational identity is not necessarily congruent with the actors' actions. Hence, actors could act not in congruence with their organizational identity in a service ecosystem. However, Huemer (2013) rejects the idea that organizational identities should always be aligned to location-specific demands and heterogeneous sets of stakeholders as this leads to inconsistencies and inauthenticity. None of the articles provides a framework conceptualizing the interplay between organizational identities and resource integration for value co-creation. Correspondently, Salonen and Jaakkola (2015) state that future studies should pay more attention to the concept of organizational identity.

View on B2B networks/service ecosystems and institutions

Service ecosystems are seen as inter-institutional systems with multiple institutional arrangements (Kohtamäki & Rajala, 2016; Koskela-Huotari & Vargo, 2016).

The diverse and partially conflicting institutional arrangements create tensions and conflicts (Koskela-Huotari & Vargo, 2016). In addition, institutions could hinder change (Matthyssens et al., 2013) and innovations, which can be overcome by institutional entrepreneurship and breaking, making, and maintaining institutionalized rules (Koskela-Huotari et al., 2016).

Despite its importance, the institutional context is defined on the aggregated level of institutional arrangements (Koskela-Huotari & Vargo, 2016) and there is a stated need to examine the different categories of institutional rules (regulative, normative and cognitive institutions) (Koskela-Huotari et al., 2016).

For the majority of S-D logic-related research, conflicting institutional arrangements have to be aligned in order to prevent low value co-creation or value co-destruction (Aarikka-Stenroos & Jaakkola, 2012; Hakanen & Jaakkola,

2012; Marcos-Cuevas, Nätti, et al., 2016). In contrast, Pera et al. (2016) state that actors of a multi-stakeholder ecosystem are not seeking to achieve an overall alignment in terms of values, viewing diverse and conflicting motives in a service ecosystem as positive.

The analysis of the selected research is summarized in Table 10.

Table 10

Summary of the analysis of selected literature

Topic	Summary of selected research
Resource integration and organizational identity as institutional context	• Resource integration is determined by the institutional context that determines the assessment of resource by the actors, the intentions of the actors, and the action of the actors.
Resource integration and organizational identity as institutional context in service ecosystems	• Service ecosystems are inter-institutional systems with multiple institutional arrangements. • The diverse and partially conflicting institutional arrangements could create tensions and conflicts and may lead to inertia.
Implication for research	• Organizational identity as an institutional context for resource integration and value co-creation is largely unresearched. • There is a need to examine the different categories of institutional rules (regulative, normative, and cognitive institutions) and its impact on resource integration for value co-creation in service ecosystems. • It is controversial if the different institutional elements should be aligned within a service ecosystem or not.

To summarize, organizational identity as an institutional context for resource integration and value co-creation is largely unresearched. Also, a more detailed examination of institutional arrangements and its different categories (regulative, normative, and cognitive) and its impact on resource integration for value co-creation in service ecosystems is needed. In addition, research that shed light on the controversy of institutional (mis)alignment in service ecosystems is needed.

After exploring the field, the next sections will review the literature of the identified relevant research fields, value co-creation, resource integration, organizational institutionalism, organizational identities, and B2B service ecosystems.

The literature review of the related research fields starts in the next section, with the literature on value co-creation.

2.2   Value co-creation

Value co-creation is the second part of the literature review as depicted in Figure 8.
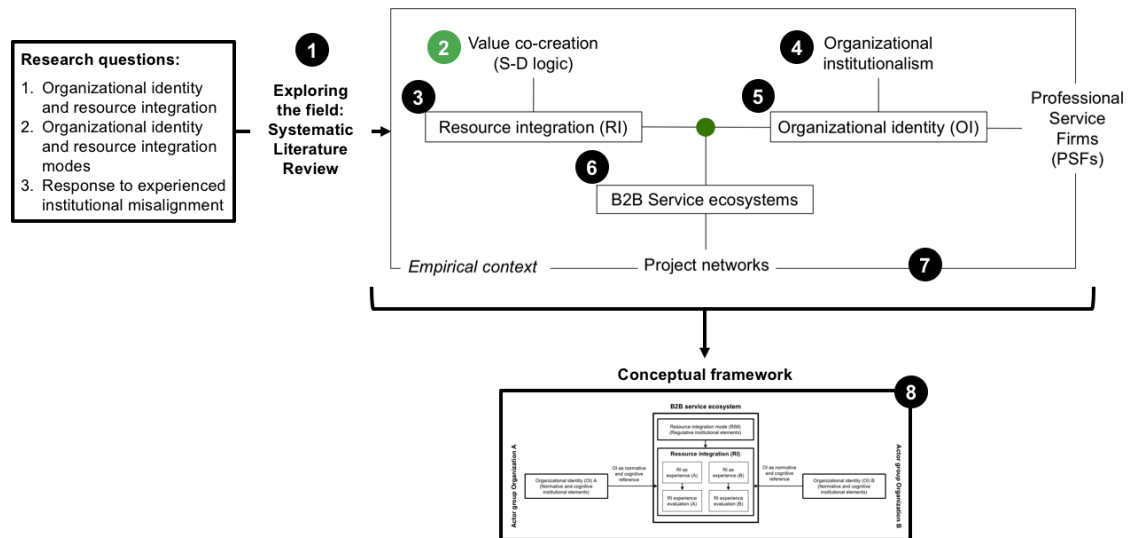
Figure 8   Value co-creation as part of the literature review

It is a common understanding that resource integration serves as a mechanism for value co-creation (Caridà et al., 2015; Colurcio et al., 2016; Kleinaltenkamp et al., 2012; Peters, 2016; Peters et al., 2014). Value co-creation is seen as a "process of multiple interactions and multi-directional resource integration" (Caridà et al., 2015, p. 4). Thus, resource integration is the antecedent of value co-creation, the fundamental precondition of service exchange, and the value co-creation process (Caridà et al., 2015; Kleinaltenkamp et al., 2012).

The following review of the value co-creation research stream starts with the categorization of value and the localization of value co-creation and S-D logic within these value categories.

2.2.1   Value categorization

Gummerus (2013) provides a differentiation of the value literature into two high-level streams: value creation processes (who creates value) and value outcome determination (how value outcomes are evaluated). Value is, therefore, "the

result of both the content (…) and the process through which it is created" (Hakanen & Jaakkola, 2012, p. 597).

According to Gummerus (2013), the conceptualization of the ways in which actors determine the value outcome can be further categorized into four categories: value as means-ends, value as benefit/sacrifices, value as experience, and value as phenomenological. Following Gummerus (2013), this thesis also sees experiences as phenomenological. As the distinction between experiences and phenomenological therefore seems redundant, this thesis will treat phenomenological as a sub-category of experience.

The structure of the following delineation of the value co-creation literature will thus be based on the value theory categories provided by Gummerus (2013) as depicted in Figure 9.
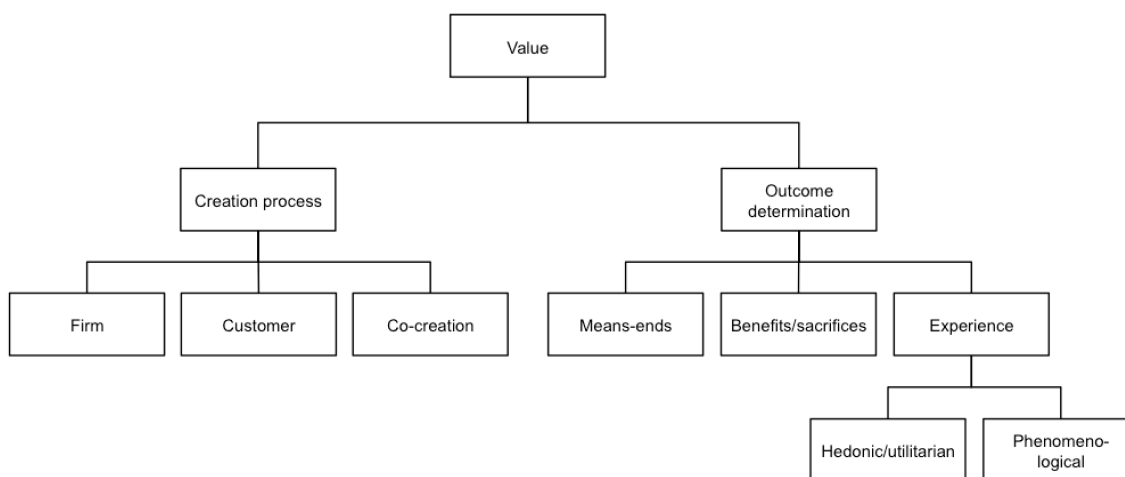
Figure 9   Value theory categories (based on Gummerus, 2013)

Value creation process

According to Gummerus (2013), there are three areas of research regarding the value creation process which tackle the question of who creates value: value creation by firms, value creation by customers, and value co-creation.

The value creation process is traditionally associated with the firm, which produces products and services. According to Gummerus (2013), different frameworks exist to explain this firm-based value creation process, e.g., Porter's competitive analysis framework (Porter, 1985), the resource-based view (Barney,

1991), resource-advantage theory (Hunt & Morgan, 1996), and business process view (Srivastava, Shervani, & Fahey, 1999).

The role of the customer in all of these frameworks is relatively passive as he or she receives the value created by the firm (Gummerus, 2013; Vargo & Lusch, 2008a).

In contrast, Grönroos and Voima (2013) propose that the customer is always the creator of value, and the provider is a value facilitator. Conceptually, they propose three value creation spheres: a provider sphere, a joint sphere, and a customer sphere, as depicted in Figure 10.
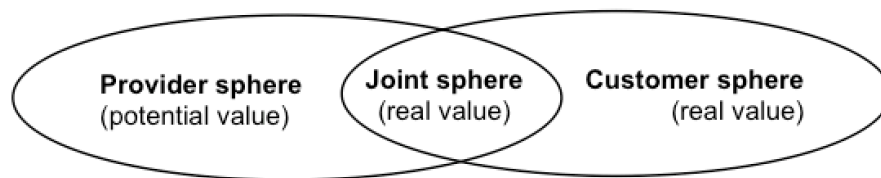
Figure 10   Value theory categories (Grönroos & Voima, 2013)

In this conception of value as created by the customer, a provider can only be a value facilitator or value co-creator. Only the customer is the value creator of real value (Grönroos & Voima, 2013).

In this value concept, co-creation can only take place in the joint sphere and is only possible when there is direct interaction. In this joint sphere, the customer is in charge of value creation. The provider may get the opportunity to co-create value through direct interactions (Grönroos & Voima, 2013).

The view that the customer is always the value creator and the supplier is (only) a value facilitator or value co-creator is supported by Heinonen and Strandvik (2015) who propose a customer-dominant logic. Customer-dominant logic focuses on how a company's service becomes embedded in the customer's contexts, activities, practices, and experiences, and not on exchange and service as such (McColl-Kennedy, Vargo, Dagger, Sweeney, & van Kasteren, 2012).

In contrast to the firm creation and different to the customer-dominant logic, the S-D logic views both the supplier and the customer as value co-creators (Lusch & Vargo, 2014; Vargo & Lusch, 2004a, 2008a, 2011). S-D logic sees value as always co-created by all actors (Lusch & Vargo, 2014; Vargo & Lusch, 2006,

2008b). For S-D logic, value is not created until the beneficiary integrates the resources from various sources, hence, the value-in-use (Lusch & Vargo, 2006; Payne, Storbacka, & Frow, 2008). For S-D logic, "value cannot be provided by one actor to another; rather, it can only be proposed" (Lusch & Vargo, 2014, p. 57). Thus, suppliers do not provide value but merely value propositions (Corvellec & Hultman, 2014; Skålén, Gummerus, von Koskull, & Magnusson, 2015; Vargo & Lusch, 2008b). The value of any actor's offering is, in that sense, unrealized, a "store of potential value" (Ballantyne & Varey, 2006, p. 344). In this view, value "is only potential as it can only become real if accepted by users" (Corvellec & Hultman, 2014, p. 356).

The different perspectives on value creation are summarized in Table 11. The S-D-logic perspective will be described in detail in section 2.2.2.

Table 11

Different value creation perspectives

Service perspective	Foundation	Value creation
Service logic (SL) (Grönroos & Ravald, 2011; Grönroos & Voima, 2013)	• Value-in-use • Dyadic process of interaction between provider and customer	• The customer is the only value creator • A supplier can become the value co-creator
Customer-dominant logic (CDL) (Heinonen & Strandvik, 2015; Heinonen et al., 2009)	• Value formation in addition to value-in-use • Customers embed products and services in their processes	• Value emerges based on use instead of being created (value formation) • Value formation is in two separate but related processes: customer and provider
Service-dominant logic (S-D logic) (Vargo & Lusch, 2004a, 2006, 2008b, 2016)	• Value co-creation • The basis of exchange is provided service	• Both suppliers and customers are co-creators of value

In terms of value creation process, this thesis draws on the value co-creation concepts of S-D logic as S-D logic emphasises an actor-centric view that gives no primacy to firms or customers (Lusch & Vargo, 2014).

The thesis's view on the value creation process is depicted in Figure 11.
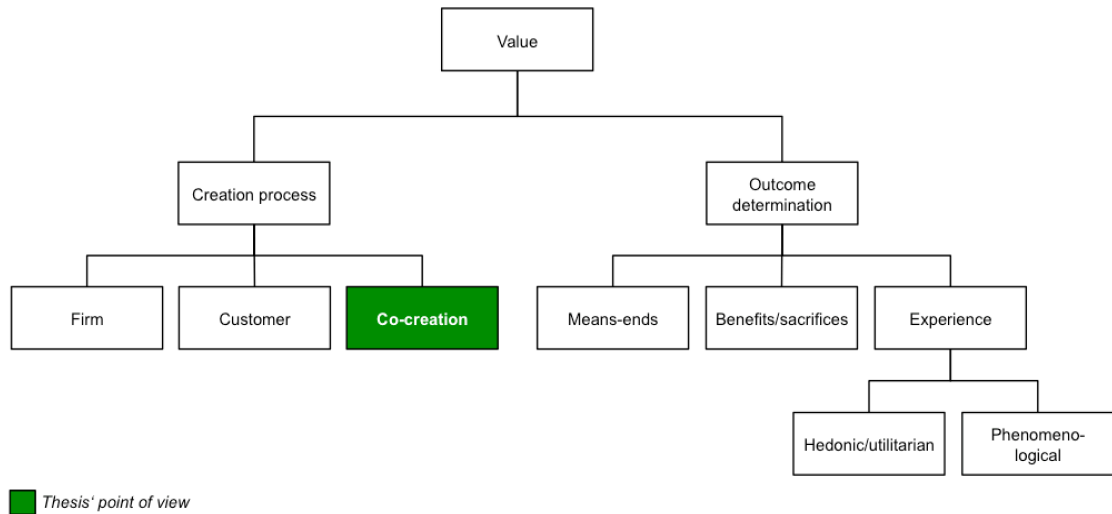
Figure 11   The thesis's view on value creation process

Before discussing S-D logic in detail, the next section discusses the different views on the value outcome determination as S-D logic has a distinct view on the value outcome determination.

Value outcome determination

According to Gummerus (2013), the conceptualization of the ways in which actors determine the value outcome can be categorized into the following categories: value as a means-ends, value as benefits/sacrifices, value as an experience with the sub-units value as hedonic/utilitarian, and value as phenomenological.

In means-ends theories, product and service evaluations are seen as chains from object characteristics to use consequences (Gutman, 1982). Value can be assessed on different levels of abstraction. The lowest level is product attributes, followed by attribute performances. Goals and purposes are at the highest level. Consumers are expected to learn which outcomes are desirable and to adjust their behaviour accordingly (Woodruff, 1997). The underlying assumption is that customers value the product attributes (means) in order to achieve the goals (ends) and that these attributes-performances-goals chains are hierarchical (Gummerus, 2013).

In his literature review on customer value, Khalifa (2004, p. 655) sums up this means-ends view by stating that the means-ends models are

"able to explain why customers attach different weights to various benefits in evaluating alternative products/services (…) but fail to pay sufficient attention to the sacrifices a customer is likely to bear in acquiring, using, or disposing of the product/service. They also do not elaborate on the trade-offs customers are expected to make between benefits and sacrifices".

For the area of research which sees value as benefits/sacrifices (Brady et al., 2005; Ulaga, 2001; Zeithaml, 1988), value is a cognitive judgment of utility of a product or a service. The cognitive judgment of a customer includes different quality dimensions, as well as relationships, and can be measured monetarily or non-monetarily. The focus of studies in this research stream is often on quality and satisfaction (Gummerus, 2013).

Payne et al. (2008) criticize the benefits/sacrifices approach because they assume that the customer always processes information in a rational way. Gummerus (2013, p. 27) state "that customers do not rationally continuously calculate costs and benefits, but that consumption emotions also play a role in consumer experiences". Wendel and Dellaert (2005) state that the benefits/sacrifices are not stable but change over time. The relevance of benefits/sacrifices is impacted by the variations of context. However, according to Gummerus (2013), the benefits/sacrifices approach is still the most popular conceptualization in marketing.

The value as an experience strand of research focuses on individual subjective experience (Helkkula et al., 2012). It is subdivided into the sub-categories hedonistic/utilitarian experience and phenomenological value.

The hedonistic/utilitarian experience area of research aims to add affects to the cognitive approaches in order to understand behaviour. For Holbrook (2006a), value is an interactive, relativistic preference experience. Thus, customer value can be economic but also social, hedonic, and altruistic. Echeverri and Skålén (2011, p. 353) conclude "that value can never be reduced to monetary evaluation; rather it is a function of an individual's articulated set of preferences". The research focuses on identifying hedonic and utilitarian values. The attention is given to benefits, especially sensory and affective, and value types rather than to sacrifices. It is also suggested that no trade-offs between value categories exist

since value is seen as a holistic assessment (Gummerus, 2013). This research stream has been criticised for focusing only on the hedonic/utilitarian part of experience (Carù & Cova, 2003; Gummerus, 2013). Therefore, other scholars present a more holistic phenomenological view of value experiences (Gummerus, 2013; Schembri, 2006; Vargo & Lusch, 2008b).

Value in S-D logic terms is a benefit seen as an increase in the well-being of a particular actor (Lusch & Vargo, 2014). S-D logic regards value as uniquely and phenomenologically determined by a beneficiary (Lusch & Vargo, 2014; Vargo & Lusch, 2008b). This view makes the value perception actor-specific, i.e. individual but also interactional and reciprocal (Echeverri & Skålén, 2011; Gummerus, 2013). The focus shifts from a value-in-exchange to a value-in-use (Edvardsson et al., 2011). This value is uniquely and phenomenologically determined by the actors as value-in-context (Vargo & Lusch, 2008b).

In contrast to the hedonic/utilitarian research stream, the focus is not only on value categories and benefits but also on the context in terms of time, space, and network relationships (Gummerus, 2013). Woodruff and Flint (2006) see value as phenomenologically determined as the value of a good or service does not exist per se but is perceived by contextual experiences by the actor enabled by goods and services. Helkkula and Kelleher (2010) conclude that actor experience and value perceptions are circular, that they take place within a social framework, and that they change over time.

Regarding the perceived value of B2B relationships, Corsaro and Snehota (2010, p. 988) conclude that "asymmetry of interpretations and perceptions between two parties that interact in business relationships is an important factor for explaining how relationships evolve".

S-D logic addresses both value creation processes and outcomes. Value is co-created and takes place through resource integration and is determined as phenomenological (Gummerus, 2013).

This thesis draws on the S-D logic concepts of value co-creation and sees value as a phenomenological experience. Hence, suppliers in a B2B service ecosystem are seen as resource-integrating actors and value co-creators who experience value phenomenologically. The thesis's view is depicted in Figure 12.
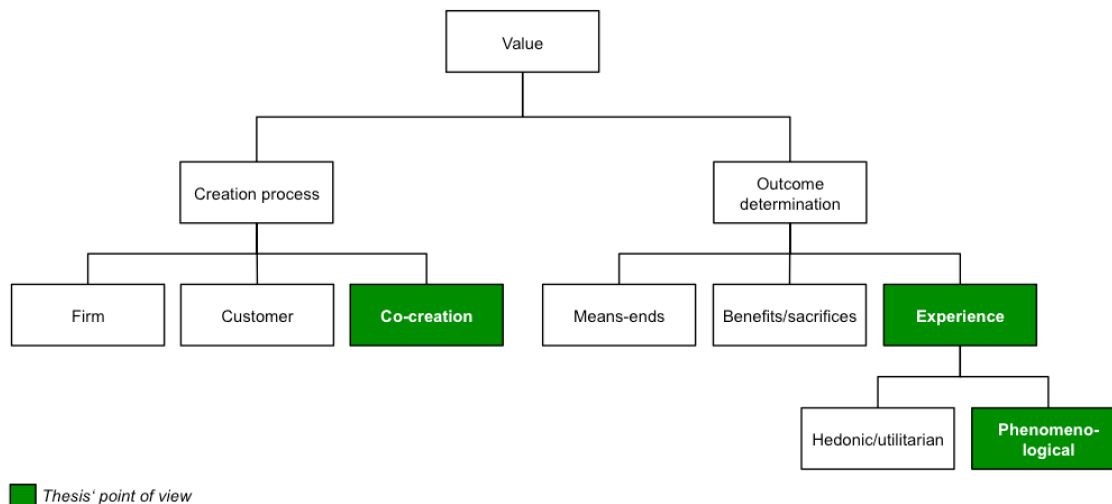
Figure 12   Thesis's view on value creation process and value outcome determination

After discussing the value categorization in terms of the creation process and outcome determination, the next section reviews the literature on S-D logic in detail.

2.2.2 Service-dominant logic (S-D logic)

Value co-creation is the key theme of S-D logic (Lusch & Vargo, 2014; Vargo & Lusch, 2008b, 2011; Vargo, Maglio, & Akaka, 2008). The starting point for S-D logic was to challenge the prevailing goods versus services view within marketing and especially, service marketing.

The idea of service marketing as a distinct field of academic research within the marketing discipline originated in the 1950s (Vargo & Lusch, 2008a) out of a debate over how and why services were different from goods (Fisk, Brown, & Bitner, 1993). In the 1970s, this debate led to the dominant intangibility, heterogeneity, inseparability, and perishability (IHIP) paradigm of service marketing (Furrer & Sollberger, 2007).

According to Furrer and Sollberger (2007), the unique IHIP features and implications of services are:

- Intangibility: cannot be inventoried, no protection through patents, difficult pricing.

- Heterogeneity: high variability of performance, problems with the consistency of behaviour.
- Inseparability: customers affect the transaction, employees affect the outcome, mass production is difficult.
- Perishability: cannot be preserved, difficult to synchronize supply and demand, cannot be returned or resold.

Lusch and Vargo (2014, p. 43) point out that these IHIP characteristics were considered as the disadvantages of services, "thus requiring strategic adjustments to make them align with the management and marketing of goods provision".

S-D logic, as well as leading researchers from the Nordic school, started to question the service marketing's founding dichotomy of goods versus services (Gummesson & Grönroos, 2012). Vargo and Lusch (2004b) challenge the assumption that the IHIP paradigm of service marketing is a useful differentiator that makes services unique. They called IHIP a useful 'myth' that helped service marketing to evolve as a sub-discipline of marketing, but which must now be dispensed with in order to bring together mindsets of different goods and services.

Several scholars propose that service, the relational act of doing something to the benefit of another party, is the basis of any business (Grönroos, 2006; Gummesson, 2007; Gummesson, Lusch, & Vargo, 2010).

Thus, for S-D logic, everything is a service: "goods are not products for sale, but are physical instantiations of bundles of services" (Wright & Russell, 2012, p. 218). Service is the fundamental basis of exchange, whereas the exchange is an application of specialized skills and knowledge for the benefit of another party (Vargo & Lusch, 2004a, 2009). The focus should therefore not be transactional but service-dominant. This is a view "in which intangibility, exchange processes, and relationships are central" (Vargo & Lusch, 2004a, p. 2).

S-D logic sharply criticizes the so-called goods-dominant logic as its centricities on goods, firms, and exchange value are seen as problematic and misguiding (Lusch & Vargo, 2014). For S-D logic, goods centricity assumes that goods have intrinsic value embedded in the goods by the production process of a firm as discussed earlier. In contrast, S-D logic argues that goods are just vehicles for

service provision (Skålén & Edvardsson, 2015). S-D logic proceeds by rejecting the goods-dominant logic's view that firms are the proactive and prime actor. This firm centricity gives dominance to the firm as firms produce, sell, and distribute goods to almost passive and pre-existing markets of customers and consumers (Skålén & Edvardsson, 2015). In an S-D logic view, value is co-created by different actors that all integrate resources and exchange service for service (Lusch & Vargo, 2014; Skålén & Edvardsson, 2015; Vargo & Lusch, 2011).

This perspective challenges the goods-dominant view that only "some actors (e.g. firms) 'produce' (create) value, whereas others (e.g. customers) 'consume' (destroy) that value" (Lusch & Vargo, 2014, p. 9). Another critique of S-D logic against a goods-dominant logic is its focus on exchange-value, the questions of what something is worth in exchange. Lusch and Vargo (2014, p. 7) instead propose the concept of use-value, "the extent to which the use of something contributes to the well-being of some actor". This S-D logic concept of value-in-use has been refined to 'value-in-context' to underscore the contextual nature of value creation (Akaka, Vargo, & Schau, 2015; Chandler & Vargo, 2011; Edvardsson et al., 2011).

Based on Skålén and Edvardsson (2015), the difference between the goods-dominant logic and the service-dominant logic is summarized in Table 12.

Table 12

Differences between the goods-dominant and the service-dominant logic (Skålén & Edvardsson, 2015)

Topic	Goods-dominant logic	Service-dominant logic
Relationship with the market	• Value is produced internally within organization	• Value is co-created collaboratively with customers
Role of resources	• Emphasis is on operand resources	• Emphasis is on operant resources
Conceptualization of value	• Objective	• Subjective
Realization of value	• Value is embedded in offerings during the production process	• Value is realized when customers use firm offerings

According to Vargo (2015), the core narrative of S-D logic consist of generic actors that integrate resources for service exchange enabled and constrained by institutions and institutional arrangements in service ecosystems. This core narrative of S-D logic is depicted in Figure 13.
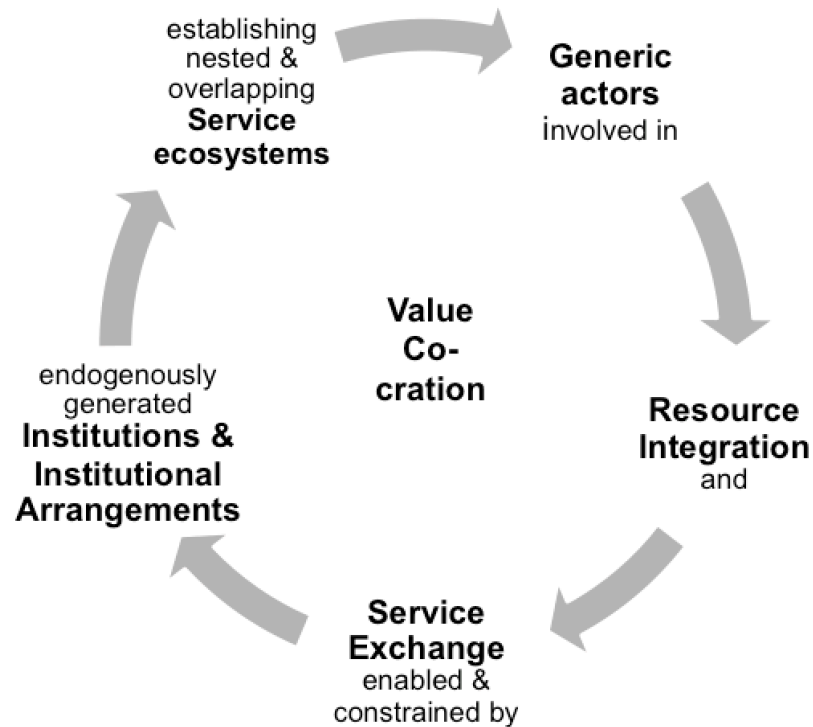
Figure 13   Core narrative of S-D logic (Vargo, 2015)

The key assumptions of this narrative concern actors, resources, resource integration, service, institutional arrangements, value, value co-creation, and service ecosystem. The assumptions concerning resource integration, institutional arrangements, and service ecosystems will be discussed in more detail in Sections 2.3 Resource integration, 2.4 Organizational institutionalism, and 2.6 B2B service ecosystems. The assumptions concerning actors, resources, and service, in turn, will be discussed briefly in the following.

Actors

An actor entity in an S-D logic view can be a firm, a household, or an individual (Lusch & Vargo, 2014). Customers are not seen as recipients of value but are involved in the creation of value (Peters, 2012). Actors are seen as "entities that have agency" (Lusch & Vargo, 2014, p. 56). The common purpose of all actors is

to co-create value through resource integration and service-for-service exchange (Lusch & Vargo, 2014; Peters et al., 2014).

Resources

S-D logic differentiates resources into two types: operant and operand (Lusch & Vargo, 2014). Operant resources are resources that act upon other resources to create benefit, e.g. human skills. Operand resources are resources that must be acted upon to be beneficial, e.g. natural resources or goods (Vargo & Lusch, 2004b). For Vargo and Lusch (2004a, p. 334) "the essential drivers for all value creation are operant resources, rather than operand resources''. Individuals have allocative capabilities over operand resources and authoritative capabilities over operant resources. The configuration of the operant resources influences how the operand resources are employed (Baron & Warnaby, 2011).

In an S-D logic view, resources do not exist but must come into being. And resources only come into being when they are integrated through interaction (Löbler, 2013). In fact, "resources can cease to act as resources when they are no longer utilized in value-creating processes" (Peters et al., 2014, p. 6).

To integrate resources, resources-integrating actors must first be able to recognize the "resourceness" of potential resources available to them (Koskela-Huotari & Vargo, 2016). Koskela-Huotari et al. (2016) conclude that institutional arrangements provide actors with frames of reference to recognize the 'resourceness' of potential resources.

Service

For S-D logic, service is the "the application of resources for the benefit of another actor or oneself" (Lusch & Vargo, 2014, p. 56). Service is used in the singular term to emphasise the process rather than the units of output, e.g. the goods. The application of resources is seen as applying specialized competencies (knowledge and skills) (Lusch & Nambisan, 2015). This can be provided directly (service), through goods (goods are seen as distribution mechanisms for service), through economic currency (money is seen as a service right), or through social currency (seen as an obligation for future service) (Lusch & Vargo, 2014).

The S-D logic concept led to a lively debate and also to some criticism. In fact, the seminal article of Vargo and Lusch (2004a) was the most cited marketing article of the decade 2004-2014 (Olexova & Kubickova, 2014). In the following, the criticism and further development of S-D logic will be described.

The criticism can be summarized into three categories: S-D logic is not a new paradigm, S-D logic is too positive on value creation, and S-D logic is not precise enough on key terms especially value creation.

Peñaloza and Venkatesh (2006) argue that *S-D logic is not a new paradigm*. They state that S-D logic is nothing but an integration of a number of different marketing fields, like relationship marketing, quality management, or resource management. Day (2004) and Holbrook (2006b) state that new insights such as service-centred views of customer value and solution-development are already captured in other concepts like customer value. Deighton and Narayandas (2004) highlight the limited empirical support for S-D logic's boundaries, limitations, and extensions and question the general applicability of service-dominance since consumers sometimes just want products. For Achrol and Kotler (2006), the distinction between goods and services has no substance. To them, it is merely stylistic and rhetorical. Schembri (2006) finds that S-D logic is inadequate and incomplete and states that it is essential to see services as experience. For Hunt (2004), S-D logic does not provide any new theoretical insights to overcome marketing fragmentation.

Some scholars suggest that *S-D logic takes an uncritical, overly positive view of value creation*. They criticize the absence of value co-destruction in S-D logic. Plé and Chumpitaz Cáceres (2010) show that value can be co-destroyed through interactions between different service systems, e.g., supplier and customer. This happens either by accidental or intentional misuse of one's own or other resources. They assume that the absence of negative value characteristics is a result of a very optimistic standpoint in S-D logic, which manifests itself in definitions such as 'at the benefit', 'doing something beneficial', 'improvement in a system well-being' (Plé & Chumpitaz Cáceres, 2010).

Accordingly, Echeverri and Skålén (2011) claim that the literature on interaction value has almost only positive connotations and that the downside of value

formation (value destruction) is not accounted for. They conclude that an interactive value formation process could be creative as well as destructive.

Several scholars have argued that *S-D logic is not precise enough on key terms*, especially value creation. Prahalad (2004) states that S-D logic does not go far enough in explaining how value is co-created. He argues that an experience-centred model is required. In addition, key intangible marketing constructs like brand or innovation are not adequately captured by the S-D logic concept.

Ballantyne, Frow, Varey, and Payne (2011) state that S-D logic still holds problems of definition as it uses many terms seemingly interchangeably and without fully explaining their background.

Grönroos and Voima (2013) question the internal logic of S-D logic as it is ontologically dualistic, seeing value as an all-encompassing process including provider and customer activities. This all-encompassing view on processes makes it "impossible to describe what the nature of value is" (Grönroos & Voima, 2013, p. 136). They conclude, "when viewing value creation as an all-encompassing process, co-creation becomes a metaphor – everything is co-creation, everybody co-creates – that does not allow for further analytical developments" (Grönroos & Voima, 2013, p. 137). Grönroos (2008) oppose the view of S-D logic that "the roles of producers and consumers are not distinct, meaning that value is always co-created" (Vargo et al., 2008, p. 146). For him, value creation and co-creation of service are distinct as discussed above in the customer-dominant logic view.

In response to the lively debate and the critical input, the S-D logic concept was revised and refined over the years.

In their seminal paper, Vargo and Lusch (2004a) formulated eight theoretical principles and called them foundational premises (FP). Later they added a ninth FP ('microspecialized competencies being integrated and transformed by organizations into complex services') (Vargo & Lusch, 2006), a tenth FP ('value is always uniquely and phenomenologically determined by the beneficiary'), and modified the other FPs (Vargo & Lusch, 2008b). Later, the FPs have been grouped, claiming four of them to be axioms since some of the original FPs could be derived from others (Lusch & Vargo, 2014; Vargo, 2013).

The service ecosystem view, which will be described in detail in section 2.6.2, led to the introduction of an eleventh foundational premise and a fifth axiom ('value co-creation is coordinated through actor-generated institutions and institutional arrangements') (Vargo & Lusch, 2016).

The current axioms and FP structure of S-D logic are depicted in Figure 14.
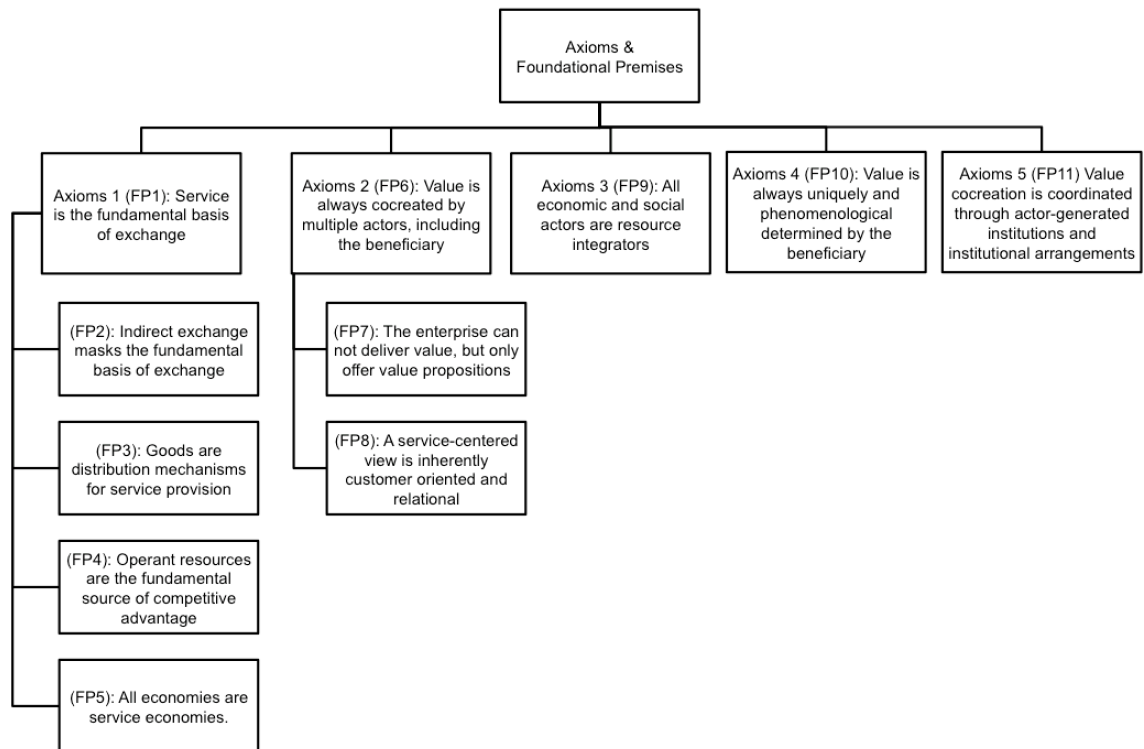
Figure 14   Axioms and foundational premises of S-D logic (Vargo & Lusch, 2016)

For the research on organizational identity and resource integration for value co-creation in B2B service ecosystems, Axioms 3, 4, and 5 are of relevance: all economic and social actors are resource integrators (Axiom 3), value is always uniquely and phenomenologically determined by the beneficiary (Axiom 4), and value co-creation is coordinated through actor-generated institutions and institutional arrangements (Axiom 5).

After discussing S-D logic as the informing perspective of resource integration, the next section reviews the literature on resource integration.

2.3   Resource integration

Resource integration is the third part of the literature review as depicted in Figure 15.
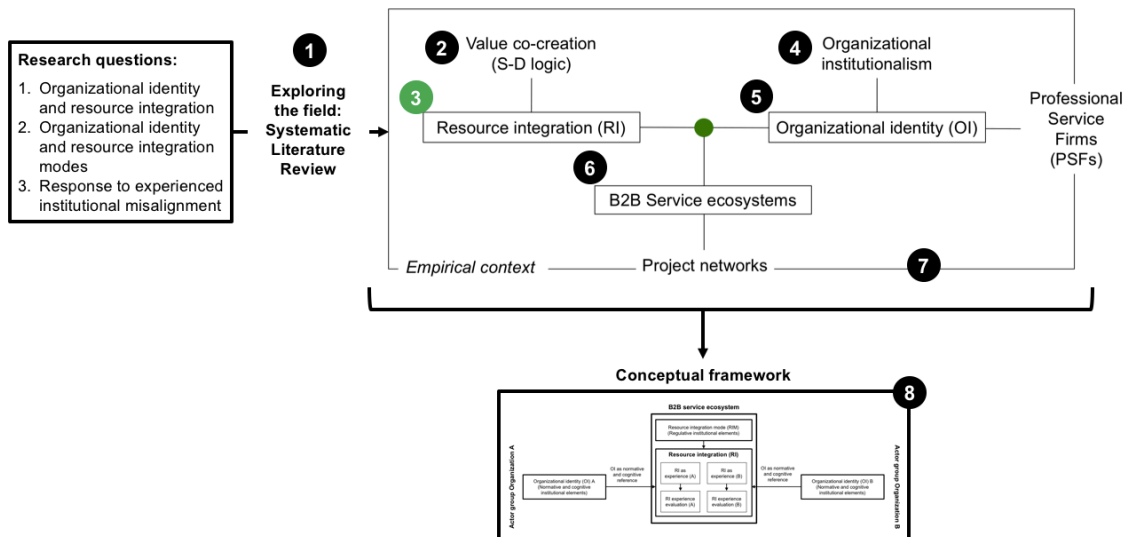
Figure 15   Resource integration as part of the literature review

In the following, the first part, Section 2.3.1, describes the resource integration characteristics of S-D logic. Section 2.3.2 then explains the conceptualizations of resource integration within the literature and Section 2.3.3 describes the institutional context of resource integration.

2.3.1   Resource integration characteristics

Resource integration is a key concept of S-D logic (Caridà et al., 2015; Edvardsson et al., 2014; Edvardsson, Skålén, & Tronvoll, 2012; Findsrud et al., 2016; Kleinaltenkamp et al., 2012; Lusch & Vargo, 2014; Peters et al., 2014) and is captured in S-D logic's third axiom ('All economic and social actors are resource integrators')(Lusch & Vargo, 2014) as discussed in the previous section. Value co-creation is seen as a "process of multiple interactions and multi-directional resource integration" (Caridà et al., 2015, p. 4).

Value co-creation takes place by the integration of resources provided by many sources (Findsrud et al., 2016), creating value-in-context (Akaka et al., 2013; Akaka et al., 2015; Chandler & Vargo, 2011; Koskela-Huotari & Vargo, 2016).

Thus, resource integration is the antecedent of value co-creation, the fundamental precondition of service exchange, and the value co-creation process (Caridà et al., 2015).

Although resource integration represents the key condition for value co-creation, studies regarding the ways in which the activities of resource-integrating actors are coordinated and adjusted to each other are scarce (Caridà et al., 2015; Edvardsson et al., 2014; McColl-Kennedy et al., 2012). In fact, Caridà et al. (2015) conclude that few studies address resource integration to co-create value as a concept per se.

Resource integration is being seen as purposeful and intentional (Findsrud et al., 2016). Its purpose is to provide benefit for another party (Peters et al., 2014), for mutual and experiential outcomes for all actors involved (Edvardsson et al., 2014), and to accomplish something desirable (Koskela-Huotari & Vargo, 2016). As resource integration is intentional, actors need to evaluate the benefits of participating in resource integration in order to choose to interact (Findsrud et al., 2016; Kleinaltenkamp et al., 2012). "However, these multiple value outcomes need not be symmetrical across parties" (Findsrud et al., 2016, p. 175). In fact, the value outcome of resource integration can be positive for one party and negative for another party (Gummerus, 2013) or even negative for all parties involved, leading to value co-destruction for some, or all, parties (Echeverri & Skålén, 2011; Plé & Chumpitaz Cáceres, 2010).

Resource integration is intentional in the sense that value-in-context is intended (Findsrud et al., 2016) and determined by the actors' competence, motivation, and accessibility (Edvardsson et al., 2014; Findsrud et al., 2016; Koskela-Huotari & Vargo, 2016). Thus, resource integration is the micro-level performance of the generic actors with the agency (Edvardsson et al., 2014; Kleinaltenkamp et al., 2012; Storbacka, Brodie, Böhmann, Maglio, & Nenonen, 2016).

To summarize, the S-D logic-related literature sees resource integration as the purposeful and intentional integration of potential resources in order to co-create value. The next section discusses the conceptualization of resource integration in the literature.

2.3.2 Conceptualization of resource integration

Resource integration has been conceptualized by Kleinaltenkamp et al. (2012) as a process, as a collaboration, and as an experience as depicted in Figure 16.
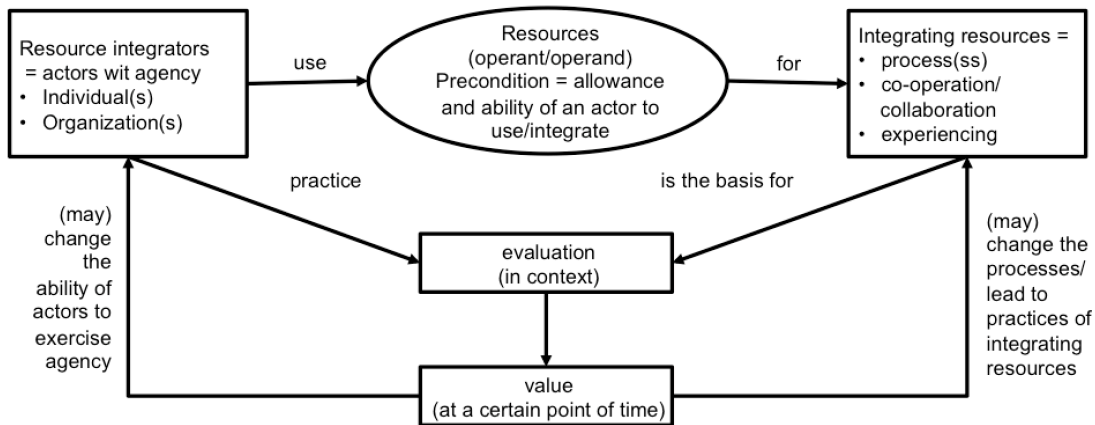
Figure 16   Resource integration framework (Kleinaltenkamp et al., 2012)

Resource integration as a process

Several authors use the conceptualization of resource integration as a process, e.g., for Edvardsson et al. (2014, p. 297), "resource integration consists of cooperative and collaborative processes between actors". For Peters et al. (2014, p. 6), "resource integration represents a continuous process (…) of activities performed by an actor". Similar, Frow, Nenonen, Payne, and Storbacka (2015, p. 2) state that "resource integration involves a process of ongoing combination of resources by actors (resource integrators) in co-creating value".

This process is seen as an interaction of potential resources (Koskela-Huotari & Vargo, 2016; Löbler, 2013; Vargo & Lusch, 2011) led by actors (Edvardsson et al., 2014; Peters et al., 2014).

The integration of any potential resources does not necessarily lead to co-created value (Vargo & Lusch, 2011). Resources in an S-D logic view are not simply in existence; they are potential resources and must rather come into being. The resource integration process renders potential resources into resources through interaction (Koskela-Huotari & Vargo, 2016; Löbler, 2013).

Resource integration as collaboration

For some authors, resource integration is a form value-proposing collaboration (Korkman, Storbacka, & Harald, 2010; Lusch & Vargo, 2014; Skålén & Edvardsson, 2015). The collaboration for resource integration needs rules and processes to coordinate resource integration (Edvardsson et al., 2014; Kleinaltenkamp et al., 2012). These coordination processes need to be regulated (Edvardsson et al., 2014), pointing to the regulative institutional element of resource integration. The institutional aspect of resource integration will be discussed further in the following section 2.3.3.

Resource integration as experience

From an S-D logic point of view, value co-creation is phenomenologically experienced, and resource integration is the pre-condition of value co-creation (Kleinaltenkamp et al., 2012). Peters et al. (2014, p. 11) conclude that resource integration seen from an intersubjective-oriented perspective based on a social constructivist epistemology is a socially constructed experience that is intersubjectively shared.

In this view, not only the outcome of the resource integration is of value but also the resource integration as the how of value co-creation as an "experiential outcome" (Edvardsson et al., 2014, p. 297). The performance of resource integration is thus part of the value experience of an actor (Holttinen, 2010; Warde, 2005).

In terms of resource integration, this thesis focuses on resource integration as an experience as resource integration is seen as part of the value experience as discussed above. This thesis's view of the value creation process, the value outcome determination, and resource integration is depicted in Figure 17.
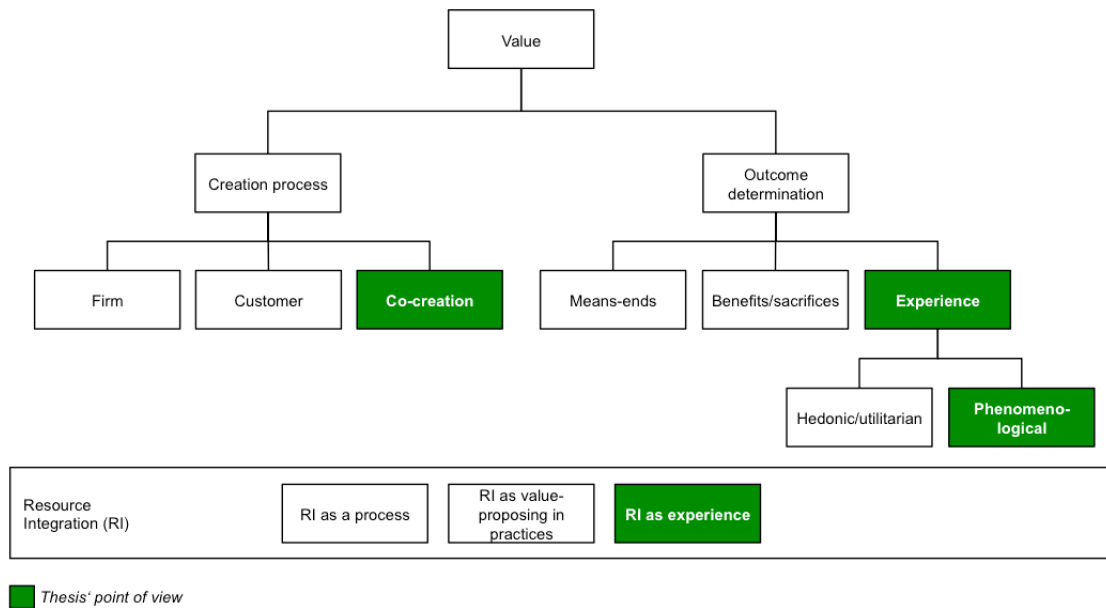
Figure 17   Thesis's view on value creation process, value outcome determination, and resource integration

Resource integration as an experience is seen as contextual and systemic as "resources are always integrated in the context of other resources" (Koskela-Huotari & Vargo, 2016, p. 163).

The next section discusses the institutional context of resource integration.

2.3.3   Resource integration and the institutional context

S-D logic shares the view of the institutional theory that institutions, "humanly devised rules, norms, and beliefs (…) enable and constrain action and make social life predictable and meaningful" (Vargo & Lusch, 2016, p. 11). Sets of institutions, institutional arrangements, "are the keys to understanding the structure and functioning of service ecosystems" (ibid.). Consequently, institutions are seen in S-D logic as the context for resources (Koskela-Huotari & Vargo, 2016) and for resource integration (Edvardsson et al., 2014; Karpen & Kleinaltenkamp, in-press).

Koskela-Huotari and Vargo (2016, p. 172) conclude that "to integrate resources, resources-integrating actors must first be able to recognize the "resourceness" of potential resources available to them". In this view, the ability of potential resources is determined by the availability of other potential resources, "including

the actors' ability to integrate and apply these resources" (Koskela-Huotari & Vargo, 2016, p. 164). This means that, although having access to particular resources, there always have to be operant resources of actors in term of actors' competence and motivation to integrate these resources (Vargo & Akaka, 2012). The actors' recognition of potential resources is guided by the institutional context (Koskela-Huotari & Vargo, 2016). Thus, the motivation of the resource-integrating actors is determined by the institutional arrangements in the service ecosystem in which the resource integration takes place (Edvardsson et al., 2014). Thus, the context is not just the context of resource integration but becomes the main driving force for resource integration (Colurcio et al., 2016; Storbacka et al., 2016).

In addition to the function of resource recognition, institutional arrangements determine the value that is being attributed to a resource (Kleinaltenkamp, in-press) and also the rules of how to integrate resources (Edvardsson et al., 2014; Karpen & Kleinaltenkamp, in-press; Kleinaltenkamp, in-press). In fact, institutional arrangements may lead to sanctions for non-conforming behaviour (Kleinaltenkamp, in-press). Thus, the institutional context shapes both the resource integration activities and assessments thereof (Karpen & Kleinaltenkamp, in-press).

Resource integration by different actors guided by institutional arrangements takes place in service ecosystems (Akaka et al., 2012; Chandler & Wieland, 2010; Vargo & Akaka, 2012). Service ecosystems can thus be seen as inter-institutional systems characterized by the coexistence of multiple and intertwined institutional arrangements (Koskela-Huotari & Vargo, 2016).

In B2B service ecosystems, the institutional arrangements that shape the behaviour of the various actors consist of two major parts. One is formed by the written policies through which the client intends to govern the collaboration with the various vendors as well as between those. These policies are firstly reflected in a legal contract (e.g. contract for work), which defines the overall context of the project with respect to terms and conditions, duration, materials to be used etc. Second, the polices are manifested in work instructions given during the project execution that define in more detail issues like meeting structures, collaboration with other partners etc. As these regulations and requirements (shall) rule the

behaviour of the different actors within the various resource integrating processes in which they participate this thesis terms these regulations and requirements "resource integration mode" (RIM).

The second important part of the institutional arrangements is built on the diverse organizational identities of the supplier firms that are involved in the project networks.

To summarize Section 2.3, resource integration is seen as a purposeful and intentional integration of potential resources in order to co-create value. Different conceptualizations of resource integration exist within the literature, e.g., as a process, as a value proposition in practice, or as an experience. This thesis views resource integration as a socially constructed intersubjective experience. The literature on resource integration underscores the importance of the institutional context. The institutional context is used by the resource-integrating actors for resource recognition, rules of how to integrate resources value and how not to integrate resources, and the assessment of resource integration. In B2B service ecosystems, the institutional arrangements that shape the behaviour of the various actors consist of two major parts: the resource integration modes (RIMs) providing regulative institutional elements and the organizational identities of the resource-integrating supplier firms.

S-D logic refers to the institutional context of resource integration on theories of organizational institutionalism (Edvardsson et al., 2014; Kleinaltenkamp, in-press; Koskela-Huotari & Vargo, 2016; Vargo & Lusch, 2016). After discussing the literature on resource integration, the following section reviews the literature on organizational institutionalism as the informing perspectives for the concept of organizational identity in this thesis.

2.4 Organizational institutionalism

Organizational institutionalism is the fourth part of the literature review as depicted in Figure 18.
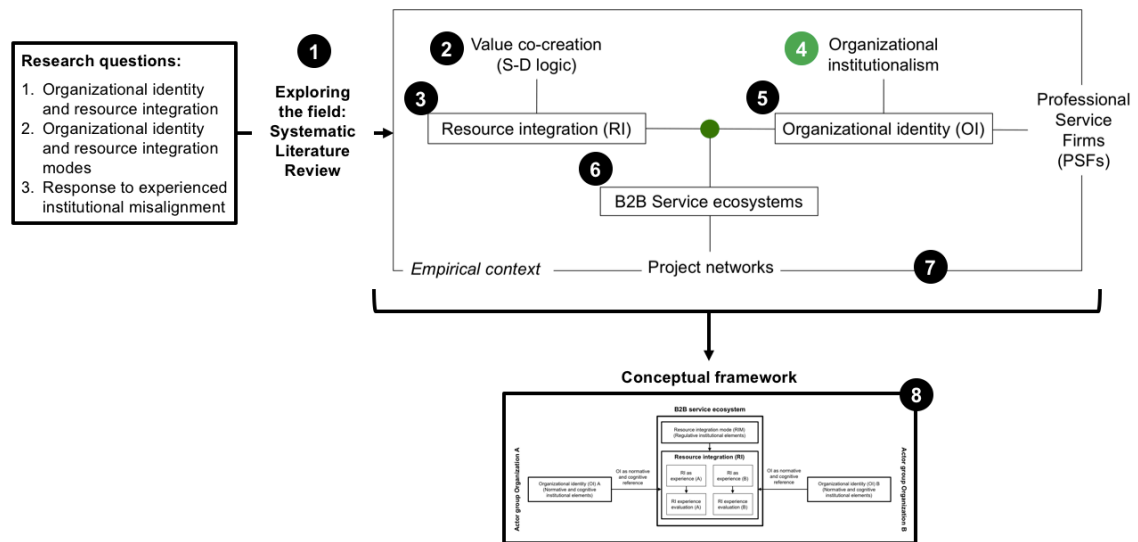
Figure 18   Organizational institutionalism as part of the literature review

This section discusses the organizational institutionalism perspective. Section 2.4.1 discusses the core concepts of organizational institutionalism. Section 2.4.2 reviews the research of microfoundations and organizational institutionalism, and Section 2.4.3 reviews organizational institutionalism's view of and its links to organizational identities.

2.4.1 Core concepts of organizational institutionalism

Organizational institutionalism is the application of the institutional perspective to the question, "how and why do organizations behave as they do, and with what consequences?" (Royston Greenwood et al., 2008, p. 1).

The underlying assumption is that organizations are influenced by their institutional context (Royston Greenwood, Oliver, Lawrence, & Meyer, 2017; Royston Greenwood et al., 2008) understood as regulative, normative and cognitive systems (Scott, 2014). These belief systems underpin the taken-for-granted repetitive social behaviour and give meaning to social exchange (Royston Greenwood et al., 2017; Royston Greenwood et al., 2008).

The major concepts used in organizational institutionalism are organizational legitimacy, organizational fields, institutional pillars, and institutional processes, especially isomorphism (Royston Greenwood et al., 2017).

Organizational legitimacy is concerned with the questions, 'What is organizational legitimacy, why does it matter, who confers organizational legitimacy and how, and what criteria are used?' (Deephouse, Bundy, Tost, & Suchman, 2017). An organization is legitimate at a collective level if it demonstrates appropriateness and is unchallenged by social rules, norms, values, or belief systems (Deephouse et al., 2017). This is important for organizations and the social exchange between organizations as "most stakeholders will only engage with legitimate organizations (…) [and] a large number of stakeholders will not transact with entities that are regarded as illegitimate" (Deephouse et al., 2017, p. 34). Organizational legitimacy is conferred by sources who observe organizations like the state, regulatory agencies, the professions, and the media (Deephouse et al., 2017). In the view of Deephouse et al. (2017), organizational legitimacy can be managed through legitimate work in the subfields of regulatory, pragmatic, moral, and cultural-cognitive legitimacy. In the case of a cultural-cognitive subfield, organizational legitimacy can be gained through conforming to meaning systems. Consequently, organizational legitimacy can be maintained by not violating meaning systems. A meaning system can also be challenged, where the organizational response is an affirmation of the fit with the meaning system or a change of meaning system as an institutional innovation (Deephouse et al., 2017).

A second major concept in organizational institutionalism is the concept of *organizational fields* (Scott, 2014; Wooten & Hoffman, 2017). Based on the seminal article by DiMaggio and Powell (1983, p. 148), an organizational field refers to "those organizations that, in aggregate, constitute a recognized area of institutional life: key suppliers, resource and product consumers, regulatory agencies, and other organizations that produce similar services and products". This conceptualization was extended to incorporate not only relational systems but also cultural connections in the form of discursive fields and institutional logics (Scott, 2014). According to Scott (2014), the key components of organizational fields are institutional logics (shared guidelines for the behaviour of field

participants), actors (a delimited number of actor models and roles within an organizational field), relational systems (networks of organizations with a somewhat distinctive governance system), and organizational field boundaries (spatial and temporal boundaries).

A third major concept is the *three pillars of institutions*, regulative, normative and cultural-cognitive (Scott, 2014). The regulative pillar consists of rules, laws, and sanctions. Regulations not only repress and constrain. In fact "many types of regulation enable and empower social actors and action" (Scott, 2014, p. 61). In market-based sectors, the sanctions are more likely to rely on positive incentives like increased returns and profits (in contrast to negative sanctions like taxes, fines, incarceration). The basis for compliance to regulative institutions is expedience (Scott, 2014).

The normative pillar consists of the norms and values that constitute standards to which existing behaviour or structures can be compared and then evaluated (Scott, 2014). Whereas regulative institutions are legally sanctioned, normative institutions are morally governed (Scott, 2014). Norms and values are binding expectations. Thus, the basis for compliance to normative institutions is a social obligation (Scott, 2014).

The cultural-cognitive pillar consists of sets of beliefs that depend on the actors' perceptions and the personal implementation of their environment. Hence, these cognitive elements entail "shared conceptions that constitute the nature of social reality and create the frames through which meaning is made" (Scott, 2014, p. 67). They thus encompass the beliefs, opinions, and ideas that individuals hold and take for granted. The basis for compliance to cultural-cognitive institutions is shared understanding which is culturally supported (Scott, 2014).

The different institutional pillars can be aligned or misaligned. "When the pillars are aligned, the strength of their combined forces can be formidable" (Scott, 2014, p. 71). However, when the institutional pillars are misaligned they "may support different choices and behaviors. (…) Such situations exhibit both confusion and conflict" (ibid.).

A fourth major concept in organizational institutional theory is the concept of the diffusion of belief systems, *isomorphism* (Boxenbaum & Jonsson, 2008, 2017).

For DiMaggio and Powell (1983) organizational belief systems occur in organizational fields through coercive, normative, and mimetic isomorphism. In organizational fields, external constituents, like the state forcing organizations to adopt certain organizational elements (coercive), the professionalization resulting in certain norms (normative), and the copying of other organizations (mimetic), explain the motivation for organizations to adopt specific belief systems (Scott, 2014). Thus, organizations become similar through adaptation to a socially constructed environment (Boxenbaum & Jonsson, 2017).

A major critique of the concept of isomorphism raised in the 1990s was that isomorphism could only explain organizational homogeneity but not organizational change and variety (Boxenbaum & Jonsson, 2008; Felin, Foss, & Ployhart, 2015; Royston Greenwood et al., 2008).

A further development of organizational institutionalism theory is the concept of institutional logics (Royston Greenwood et al., 2008) which aims to provide a link between agency and cognition and institutional structures and incorporating cultural explanations (Royston Greenwood et al., 2008; Scott, 2014; Thornton et al., 2012; Thornton & Ocasio, 2008).

Thornton and Ocasio (2008, p. 101) define institutional logics as "the socially constructed, historical patterns of material practices, assumptions, values, beliefs, and rules by which individuals produce and reproduce their material subsistence, organize time and space, and provide meaning to their social reality".

The emergence of the institutional logics perspective is seen by Gehman, Lounsbury, and Greenwood (2017) in relation to a growing interest of organizational institutionalism to a full understanding of micro-processes. This turn to the micro level or the microfoundations in organizational theory (Felin et al., 2015) will be discussed in more detail in the next section.

2.4.2 Organizational institutionalism and microfoundations

The majority of institutional research has heavily focused on a macro level like the sectoral, field, or global level (Felin et al., 2015; Powell & Colyvas, 2008; Powell & Rerup, 2017)

Felin et al. (2015, p. 583) conclude that "the bulk of organization theory remains strongly oriented toward organizational environments (…), rather than organizations or individuals. Thus, significant research opportunities remain". Felin et al. (2015, p. 583) also propose that "this provides an opportunity to study how heterogeneous beliefs, interpretations, and conceptions contour markets and organizational activity, rather than assuming the existence of homogeneity". This is in line with Powell and Colyvas (2008, p. 277) who contend "that institutional analysis needs more attention to everyday processes than momentous events, to less powerful members of organizations as opposed to only leaders or champions, and to cultural and cognitive aspects as well as political ones". Following this line of reasoning Powell and Rerup (2017, p. 311) argue that institutions "are enacted by collections of individuals in everyday situations". Institutional arrangements are thus reproduced through routine activities on an organizational micro level, and they are influenced by institutional expectations (Powell & Rerup, 2017).

Microfoundations research tries "to understand how individual-level factors impact organizations, how the interaction of individuals leads to emergent, collective, and organization-level outcomes and performance, and how relations between macro variables are mediated by micro actions and interactions" (Felin et al., 2015, p. 576). The research of microfoundations is about "locating (theoretically and empirically) the proximate cause of a phenomenon (or explanations of an outcome) at a level of analysis lower than that of the phenomenon itself" (Felin et al., 2015, p. 568). Thus, the social outcomes in microfoundations research are at a level above the individual, e.g., group, organization, firm, or market (Felin et al., 2015).

The emphasis of microfoundations research is not necessarily just about individuals, but about individuals in a particular macro context, like firms, organizations, institutions, or service ecosystems (Felin et al., 2015). They are thus linked but different to organizational behaviour (OB) and organizational psychology research (Barney & Felin, 2013). Microfoundations emphasize the organizational aspects of organizational behaviour and are thus big-O (Ob) rather than big-B (oB)-type of research (Felin et al., 2015).

For Storbacka et al. (2016), microfoundations research provides a deeper theoretical explanation and a bridge for empirical research to anchor more abstract macro concepts like value co-creation. Similarly, Felin et al. (2015) see an opportunity in microfoundations to study value-related factors like beliefs in collective organizational settings.

Methodologically, they propose the use of small *N* exploratory case study research and narrative explanation: "In the context of microfoundational research, we believe that small *N* research indeed can play a powerful role" (Felin et al., 2015, p. 613). This is in line with the thesis's methodology which will be presented in Chapter 3.

After discussing the research of microfoundations, the next section will discuss the relationship between organizational institutionalism and organizational identity, a construct that is more strongly connected to micro level research and has a long research relationship with the construct of institutions (Glynn, 2017).

2.4.3 Organizational institutionalism and organizational identity

Whereas institutional theory predominantly focuses on the macro level of organizational fields and industry, identity research is predominantly grounded on the organizational level (Glynn, 2008, 2017). In fact, identity theory "emerged as a corrective to an over-socialized view, modelling an active and reflective self that creates, sustains, and changes social structures" (Glynn, 2008, p. 418). For Lok (2010, p. 1305), "identity is thought to form an important link between institutional logics and the behaviour of individuals and groups".

According to Phillips et al. (2016), institutional scholarship and the conceptualization of organizational identity changed markedly in the last 20 years, from old institutionalism, over new institutionalism, to the agentic institutionalism summarized in Table 13.

Table 13

Organizational identity in institutional theory (Phillips et al., 2016, p. 354)

	Old institutionalism	**New institutionalism**	**Agentic institutionalism**
Core idea	"Organizations" (i.e. formally structured entities with fixed and limited goals) gradually take on lives of their own and become "institutions" (social collectivities with complex social structures and broader, self-defined purposes).	Organizations seek legitimacy by confirming to institutional demands for isomorphism. Institutions are field-level phenomena.	Organizations become legitimate by strategically altering their institutional context and/or by drawing on aspects of their institutional context to position themselves in particular ways to different audiences.
Core concepts	Institution Values	Institutional Field Institutional Logic Isomorphism	Institutional Entrepreneur Institutional Work Institutional Complexity
Key works	Selznick (1949)	DiMaggio and Powell (1983) Meyer and Rowan (1977)	Maguire, Cynthia Hardy, and Lawrence (2004) Lawrence and Suddaby (2006) Royston Greenwood, Raynard, Kodeih, Micelotta, and Lounsbury (2011)
Conceptualization of organizational Identity	Organizational identity formation is the end product of institutionalization. As an organization becomes an institution, it acquires an identity and becomes something more than a socially engineered tool.	Organizations adopt organizational identities that are available in their field (or, alternatively, are associated with the logic of their field) in order to increase legitimacy through a process of iso-morphism.	Organizations shape the identities of particular organizational forms in a field, and/or build their own distinctive identity by drawing on or managing aspects of their institutional environment.
Primary Level of Analysis	The Organization	The Field	Individual/Organization/Field

For old institutionalism, organizational identity is the end product of institutionalization. The organizational identity is in this view acquired by the organization (Phillips et al., 2016)

For new or neo-institutionalism, organizational identity is not an organizational phenomenon but rather exists on a field level. In this view, not the organization creates its identity but rather an organizational type is created through social construction on field level with which an organization then associates to increase their legitimacy (Phillips et al., 2016).

In the more recent agentic turn, the conceptualization of organizational identity has shifted from organizational identity as the end product of institutionalization (old institutionalism) to organizational identity as an affiliation to a field level category (new institutionalism) to organizational identity as a source of differentiation (Phillips et al., 2016). From the agentic perspective, "field level processes lead to pressures for the adoption of identities *and* enable actors to shape how these identities are adopted to the extent that they can even customize them in important ways" (Phillips et al., 2016, p. 361, italics in original). Thus, the agentic perspective incorporates meso and micro concepts of organizational identity into the institutional concepts (Phillips et al., 2016).

The area where institutional theory and organizational identity can be productively brought together is social construction (Dennis A. Gioia, Price, Hamilton, & Thomas, 2010; Phillips et al., 2016). From a social construction perspective, organizational identities are constructed by the organizational members, and these are also institutional claims made by the organizational members (Dennis A. Gioia et al., 2010).

Recent work on organizational institutionalism and organizational identity argues that organizational identity is both a forerunner and a consequence of institutionalization (Glynn, 2017).

To summarize Section 2.4, organizational institutionalism researches the context of organizations and the role of values, beliefs, and rules to understand the behaviour of organizations. Traditionally, organizational institutionalism focuses on the macro level. However, there is a growing interest in understanding the microfoundations of social processes. Organizational identity is seen as a

construct to bridge organizational institutionalism with a microfoundational explanation.

After reviewing the literature on organizational institutionalism and its link to organizational identity, the next section reviews the literature on organizational identity.

2.5 Organizational identity

Organizational identity is the fifth part of the literature review as depicted in Figure 19.
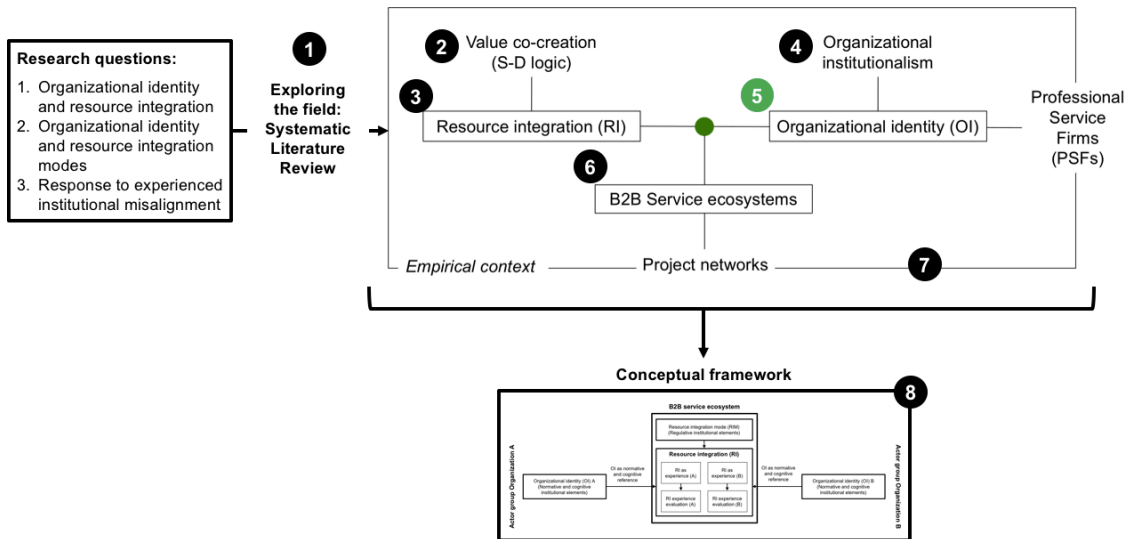
Figure 19   Organizational identity as part of the literature review

This section discusses the construct of organizational identity. In Section 2.5.1, the frames and functions of organizational identity are discussed. Section 2.5.2 reviews the different perspectives on organizational identity in the literature and the chosen perspective for this thesis.

2.5.1 Organizational identity frames and functions

The concept of organizational identity addresses an "essential question of social existence: Who we are as a collective?" (Pratt et al., 2016, p. 3) in an organizational context (Whetten, 2006).

Organizational identity as an answer to this question has different frames, functions, and forms. First, organizational identity provides a historical frame of reference in which organizational identity is "constructed in a self-referential process, whereby current activities are evaluated according to that which is collectively remembered as being earlier characteristics of the organization" (Kirchner, 2010, p. 7).

In a second, distinctive and comparative frame, "organizational identity elements are used as referents to distinguish the organization from others and to mark similarities in the sense of belonging to a certain type of organization" (ibid.).

Organizational identity has two functions for the members of an organization (Kirchner, 2010). First, organizational identities have an integrative function serving as a self-description, thereby providing a sense of unity for the organizational members (Kirchner, 2010).

In addition, organizational identities provide an operative function in the sense that practices and decision relate themselves or refer to organizational identity (Seidl, 2005). "By referring to identity elements, the conduct of practices and decisions can be ensured" (Kirchner, 2010, p. 8). On the contrary, "a non-conform, deviating practice can fundamentally question a particular identity element because it discredits the ability of the element to properly represent the organization as a whole" (ibid.).

Glynn (2008, p. 425, italics in original) calls this the performative dimension of organizational identities: "Institutionalized identities and frames come with expectations about how actors should *perform* an identity in specific situations".

Nag, Corley, and Gioia (2007) also argue that identities have a relationship to collective action as they characterize how organization members conduct their daily work. They conclude that organizational identity is not only 'who we are' but also 'what we do' and 'how we do it' as "organizational identity *inheres in work practices*" (Nag et al., 2007, p. 842, italics in original).

This is a view shared by Smets, Jarzabkowski, Burke, and Spee (2015, p. 934) who conclude that "group membership, rather than self-interest, provides the normative basis for individual behaviour. It underpins a sense of complicity and a common identity which 'allows for practices of collaborative engagement', but also supports mutual monitoring and social ostracism as enforcing mechanisms".

This performative function of organizational identity provides appropriateness of behaviour and is seen by Glynn (2017) as the equivalent to legitimacy in organizational institutionalism discussed above. Thus, the performative function of organizational identity is not about the end results of behaviour but about its

appropriateness in the sense of 'Who am I?', 'What situation am I in?', and 'What does a person like me do in a situation like this?' (Glynn, 2017).

Hence, organizational identities guide the organizational actors' perception, thoughts, and behaviours and also guide organizational actors to detect and understand regularities in their experience (Cornelissen et al., 2016), framing the relevance and appropriateness of behaviour (Besharov & Brickson, 2016).

This is in line with Anthony and Tripsas (2016, p. 418) who state that organizational identity is associated with "a shared understanding of what activities constitute appropriate action" and continue that "conflict and dysfunction arise when organizational members engage in behaviours that violate the expectations of organizational identity".

Organizational identity in this view is situated and organizationally enacted (Ashforth & Schinoff, 2016). The outcome of this identity performance is the value for actors derived from identity affirmation (Brickson & Akinlade, 2015).

The construct of organizational identity has become a root construct of the research of organizational behaviour (Pratt et al., 2016). However, the organizational identity construct has also been criticised for several reasons, e.g., the overlap to other constructs like organizational culture (Ravasi, 2016), for the self-evident nature of organizational identity and the tendency to reify organizational identity (Alvesson & Robertson, 2016). For Ravasi (2016) the interrelation between the organizational culture construct and the organizational identity construct is that organizational identity is about the identity claims and understanding of the organizational members providing organizational culture and its cultural repertoire with the core values of an organization. Based on their critique regarding self-evidence and reification, Alvesson and Robertson (2016) propose to study claims and counter-claims about organizational identity in natural settings using methodologies from cultural studies.

The organizational identity construct has strong relations to organizational institutionalism (Dennis A. Gioia & Hamilton, 2016; Glynn, 2017; Phillips et al., 2016). Points of contact for both perspectives are the social construction of the identity and role of narratives using the lived experience of the organizational members (Phillips et al., 2016).

To summarize, organizational identity provides two frames of reference for the organizational members, a historical and a distinctive and comparative frame. In addition, organizational identity provides two functions for the organizational members, of which the first is an integrative function that maintains a sense of unity. A second, performative function provides organizational members with expectations of appropriate behaviour and an understanding of regularities in their experience. Organizational identity in this view is situated and organizationally enacted.

After discussing the frames and functions of organizational identity, the next section reviews the different perspectives on organizational identity in the literature and the chosen perspective for this thesis.

2.5.2 Perspectives on organizational identity

Three perspectives on organizational identity in the literature can be distinguished (Dennis A. Gioia & Hamilton, 2016; Dennis A. Gioia et al., 2013), the social actor perspective, the institutionalist perspective, and the social construction perspective. These are summarized in Table 14.

Table 14

Perspectives on Organizational Identity (Dennis A. Gioia & Hamilton, 2016;

Dennis A. Gioia et al., 2013)

Characteristic	Social actor	Institutionalist	Social construction
Theoretical foundations	(Old) Institutional theory	Institutional theory / Social constructivism	Social psychology / Social constructivism
Definition of organizational identity	Organizational identity is a self-referential concept defined by the organization as an entity to articulate the central, enduring, and distinctive aspects of the organization.	Organizational identity is a set of claims to a social category, such as an industry grouping, a status ranking, or an interest set.	Organizational identity is a self-referential concept defined by the organizational members to articulate 'who we are as an organization'.
Emphasis	Identity-as-institutionalized claims available to members – selected and specified by leaders.	'Who we are as an organization' is internally defined in relation to the institutional environment.	Organizational members' shared sense-making of 'who we are as an organization'.
Levels of analysis	Organization's self-definitions how it is different from and similar to other organizations.	Institutions constrain and enable the construction of the organizational identity.	The interplay between individual, interpersonal, and organizational levels of identity.
Selected work	Whetten (2006)	Glynn (2008), Wry, Lounsbury, and Glynn (2011)	Dennis A. Gioia, Schultz, and Corley (2000), Nag et al. (2007)

In the social actor perspective, organizational identity is seen as a self-referential concept defined by the organization as an entity to articulate the central, enduring, and distinctive aspects of the organization. Organizational identity is a set of institutional claims selected and specified by the organizational leaders (Dennis A. Gioia & Hamilton, 2016; Dennis A. Gioia et al., 2013).

For the institutional perspective, organizational identity is a set of claims to a social category, such as an industry grouping, a status ranking, or an interest set (Dennis A. Gioia & Hamilton, 2016; Dennis A. Gioia et al., 2013). These claims are highly influenced by external forces like organizational fields and organizational logics as discussed earlier (Besharov & Brickson, 2016).

The social construction perspective emphasises the shared consensual understanding of the organization's members, about what it means to be who we are as an organization (Dennis A. Gioia & Hamilton, 2016; Dennis A. Gioia et al., 2000). Organizational identities are seen as socially constructed where organizational identity elements are being reconstructed in a permanent process of remembering, interpreting, and challenging (Dennis A. Gioia et al., 2000).

Organizational identity is, in this perspective, the "outcome of an ongoing shared construction of meaning, which in turn creates a collective frame of reference" (Cornelissen et al., 2016, p. 202) as discussed in the previous section.

Organizational identity as the shared construction of meaning between the members of an organization manifests itself in the form of plausible narratives (Sandberg & Tsoukas, 2015). These plausible narratives consist of dominant and counter-narratives (Humle & Frandsen, 2017). Thus, organizational identity consists not only of what we do but also of what we do not do in the form of counter-narratives. Counter-narratives offer resistance to other narratives and produce parallel understandings of organizational identity (Humle & Frandsen, 2017). In a professional context, "counter-narratives appear when professional values and norms are being questioned or threatened" (Norlyk, 2017, p. 156). Hence, organizational identity provides organizational members not only with a reference to 'who we are', 'what we do', and 'how we do it', but also with a reference on 'how we don't do it'.

In this shared construction of meaning view identity change is an ongoing accomplishment that is continuously redefined through interaction. Organizational identity in this view has no fixed reference but is conceived as a flow of expression and reinterpretation of identity. Stability of identity in this view is achieved in the midst of ongoing change by maintaining sameness and continuity, i.e. by concentrating on the things that stay the same even though

incorporating change (Schultz, 2016). In this view, "the past is continuously connected to future identities in an ongoing present using members' lived experiences, various memory forms or narratives, and rhetorical resources based on history" (Schultz, 2016, p. 96). Thus, even though organizational identity tends to be enduring, it is not static, and change is not deterministically problematic to organizational identity. Change can be enhancing, stretching, or challenging an organizational identity (Anthony & Tripsas, 2016).

However, changes that question the beliefs of the organizational members about their organization are most often seen by the organizational members as organizational identity threats (Petriglieri & Devine, 2016). These organizational identity threats can be internal, e.g. crisis, scandals, accidents or external, i.e. changes in the organizational environment like new competitors, new customer preferences etc. (Petriglieri & Devine, 2016; Ravasi & Schultz, 2006). Whereas internal events or changes are an inconsistency with the organizational identity perception, external events and changes question the validity of organizational identity elements (Petriglieri & Devine, 2016). The important feature of an organizational identity threat, whether it is internal or external, is its strength (Grandey, Krannitz, & Slezak, 2013; Petriglieri & Devine, 2016). External events are typically stronger as they are more likely to become public (Petriglieri & Devine, 2016). Individuals or groups within the organization who perceive an organizational identity threat may or may not be able to mobilize an organizational response to stabilize an organizational system (Petriglieri & Devine, 2016). For Petriglieri and Devine (2016) two processes, bottom-up and top-down, can mobilize an organizational response. A bottom-up process is characterized by a critical mass of members who simultaneously perceive the organizational identity threat and are able to mobilize a response through the power of numbers. A top-down process is characterized by senior managers of an organization who perceive a threat and are able to mobilize organization's resources by authority.

In applying the three pillars of institutions – regulative, normative and cognitive systems (Scott, 2013) – discussed above in section 2.4.1 on organizational identities, the normative system consists of work norms, habits and values and the cognitive system of shared understandings (Palthe, 2014). Hence, organizational identity as a collective frame of reference represents normative

and cognitive institutional elements that shape the behaviour of the members of an organization. Especially the normative organizational identity elements, the values and beliefs, provide the organizational members with meaning (Pratt, 2016). These normative-cognitive institutional elements both impose restrictions by defining moral and cultural boundaries, acceptable and unacceptable behaviour and provide guidelines and resources for acting (Scott, 2013).

To summarize Section 2.5, organizational identity provides organizational members with expectations of appropriate behaviour and an understanding of regularities in their experience in order to perform an organizational identity. Organizational identity in this view is situated and organizationally enacted.

Drawing on the social construction perspective, organizational identity in this thesis is seen as socially constructed by the members of an organization in an ongoing shared construction of meaning in the form of plausible narratives using the members' lived experience. Organizational identity in the form of plausible narratives consists of statements of who we are, what we do, how we do it, and how we do not do it. The socially constructed normative-cognitive institutional elements of the organizational identity are being reinforced by successfully enacting them by the organizational members. However, the organizational identity enactment can be hindered by internal or external changes that represent a threat to the organizational identity. Such organizational identity threats vary in its strength. Strong organizational identity threats could either mobilize organizational response for stability or change organizational identity elements.

The thesis's view of organizational identity is depicted in Figure 20.
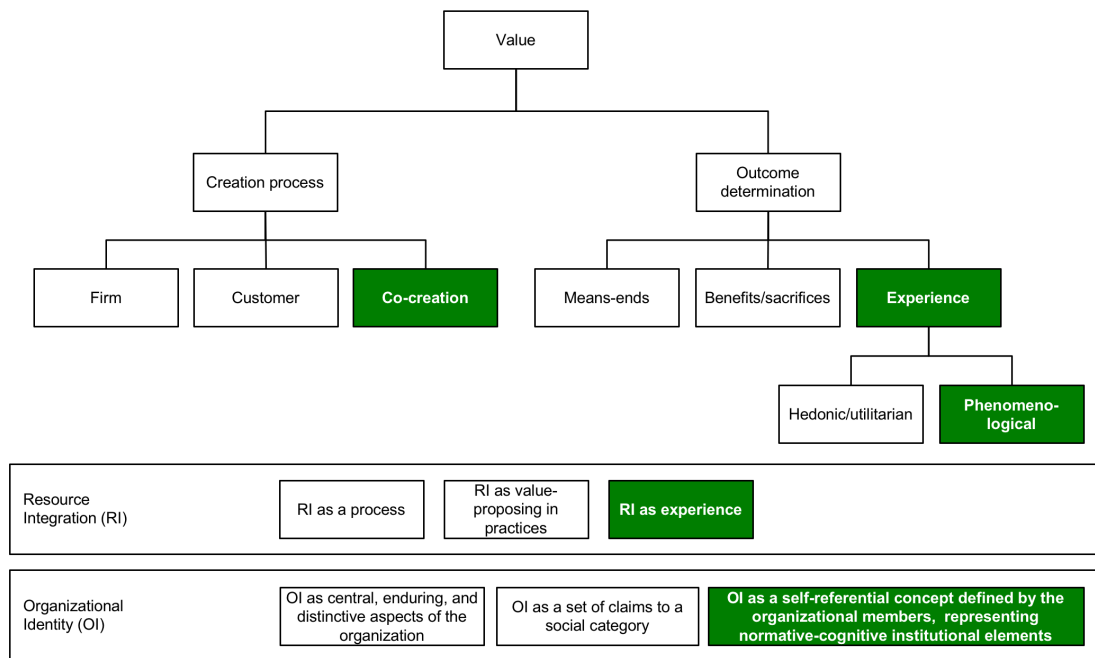
Figure 20   The thesis's view of organizational identity

Regarding methodology, recent literature on organizational identity proposes the use of cultural studies-informed methodologies in general and the use of the lived experience the organizational members in particular (Alvesson & Robertson, 2016; Phillips et al., 2016). This is in line with the thesis's methodology which will be presented in Chapter 3.

After discussing the construct of organizational identity, the next sections review the literature on B2B service ecosystems.

2.6 B2B service ecosystems

B2B service ecosystems are the sixth part of the literature review as depicted in Figure 21.
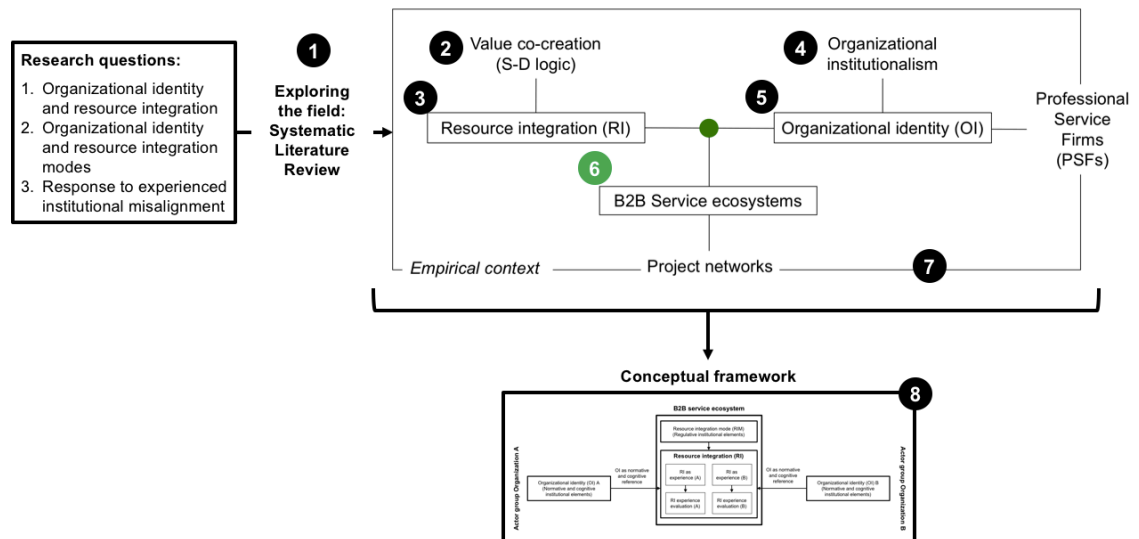
Figure 21   B2B service ecosystems as part of the literature review

This section discusses the construct of B2B service ecosystems. The literature selected in the literature search presented earlier discussed the relationships of firms from two perspectives, the B2B networks' perspective of the Industrial Marketing and Purchasing Group (IMP) and the service ecosystem perspective of S-D logic. Consequently, Section 2.6.1 discusses the B2B network research stream of IMP and justifies the choice of not using IMP's conceptual model for this thesis but S-D logic's service ecosystem view. Section 2.6.2 then reviews the S-D logic's view of service ecosystems.

2.6.1 B2B networks

This section outlines IMP research as a major research stream on B2B networks. IMP originated from a group of about 20 junior European scholars and researchers in the mid-1970s (Sousa, 2010). The starting point of IMP was a discontent with the static stimulus-response view of marketing (Wilkinson, 2008). Håkansson (1982) together with his IMP colleagues strongly opposed the transaction view and proposed an interaction view instead (Hadjikhani & LaPlaca, 2013).

B2B networks are seen in IMP related research as relationships formed through interactions (Gebert-Persson, Mattsson, & Öberg, 2014). For IMP, the benefits of B2B relationships are facilitated by the dynamic process of interaction over time (Brennan, Canning, & McDowell, 2007). Ford, Gadde, Håkansson, and Snehota (2011, p. 188) stress the recursive nature of the relationship: "a company's relationships are the outcomes of its own decisions and actions. But the company is itself the outcome of those relationships".

The IMP conceptual model for researching B2B interaction is the Activity-Resource-Actor (ARA) model. Three layers between B2B counterparts – activity links, resource ties, and actor bonds – describe the outcome of an interaction process (Ford, Gadde, Håkansson, Snehota, & Waluszewski, 2008). The layers are interconnected; any layer affects and is simultaneously affected by the other layers (Håkansson & Snehota, 1995).

The activity layer relates to the integrated and linked activities of two actors, their systematic structure and tightness, and their strength or absence (Håkansson, Ford, Gadde, Snehota, & Waluszewski, 2009).

The resources layer encompasses the mutual adaptation level of the parties' resources, both tangible and intangible. Resource ties arise between parties by the continuous confrontation and adaptation of their own resources. The resulting mutual resources can make resource usage more efficient and can lead to new joint resource combinations in an innovation process (Håkansson et al., 2009).

The actor layer relates to the interpersonal relations between the individual members of the involved companies: their emotional, affective, and cognitive interpretation of the relationship. The level of trust, appreciation, and mutual influence determines the commitment of the actors (Ford et al., 2011). The actor bonds arising and their strength play an important role in mutual learning and teaching regarding opportunities and solutions (Håkansson et al., 2009).

For Olsen (2013), IMP research can be described as focussing on one-dimensional representations (such as nodes, lines, and networks of nodes and lines). Olsen (2013) views this as an advantage but supposes that this analytical simplicity may also be limited to the research of systems rather than dyads in networks.

Huemer (2013) criticises the imbalance in the ARA model which from his point of view, emphasises activities and resources, leaving the actor category less developed.

Matthyssens et al. (2013) see the IMP assumptions regarding actors as reconcilable but different to neo-institutionalism. They state that actors' agency is in the view of IMP, determined by expected rewards and interactions, whereas neo-institutional theory stresses the importance of identities, shared meanings, and values.

This is in line with La Rocca, Snehota, and Trabattoni (2015) who state that even though IMP research acknowledges the importance of cognition in business relationships, there are only scattered and loosely connected concepts from different research streams. This is all the more remarkable as meanings appear to be particularly important at the boundaries of organizations as "at the boundaries of an organization different thought worlds and knowledge structures are confronted" (La Rocca et al., 2015, p. 173).

The critique regarding IMP's underlying model can be summarized as follows in Table 15.

Table 15

Critique of IMP's underlying model

Critique of IMP's underlying model	
Model element	**Critique**
General view	Rather dyadic than systems view.
Actor	Emphasis on activities and resources, leaving the actor category less developed.
Agency	Unclear conceptual integration of actors' agency and cognition.
Assumptions in relation to organizational institutionalism	Different assumptions regarding actors to neo-institutionalism, expected rewards and interactions versus identities, shared meanings, and values.

The rather dyadic than systems view of IMP-related research, together with the less developed actor category and the unclear conceptual integration of actors'

agency, meanings, and beliefs, led to the choice for an S-D logic perspective for researching organizational identities and resource integration for value co-creation in B2B service ecosystems. Contrary to IMP's limitations, S-D logic research has a clear conceptual integration of actors' agency, meanings, and beliefs (Edvardsson et al., 2014; Koskela-Huotari et al., 2016; Vargo & Lusch, 2016) as discussed earlier and focuses explicitly on a service ecosystem view (Akaka et al., 2012, 2013; Lusch et al., 2016; Vargo & Akaka, 2012; Vargo & Clavier, 2015; Vargo et al., 2015). The service ecosystem view of S-D logic will be discussed in the next section.

It is noteworthy, however, that despite these differences, the S-D logic and IMP research streams have similarities. The origins of both research streams intersect in the work of Alderson (1957), viewing firms and customers as organized behavioural systems with a history and, in the work of Penrose (1959), with the idea of resource heterogeneity. S-D logic sees IMP theoretical background as compatible with its own concepts (Vargo & Lusch, 2008a). Likewise, Ford (2011) sees considerable commonalities between IMP and S-D logic.

After discussing the literature of B2B networks from an IMP perspective, the next section reviews S-D logics service ecosystem view.

2.6.2 Service ecosystem view

S-D logic assumes that a network concept tends to be static and that a "system concept is more amenable to the dynamic service exchange that is so central to S-D logic" (Lusch & Vargo, 2014, p. 161). S-D logic, therefore, developed a service-ecosystem perspective (Akaka et al., 2012; Vargo & Akaka, 2012; Vargo & Lusch, 2011).

Vargo and Akaka (2012) argue that an ecosystem view provides a framework for studying systems of service systems. This is especially important as networks of relationships are part of the context through which value is derived (Akaka et al., 2012; Chandler & Vargo, 2011). From an S-D logic point of view, dyads exists, but they are embedded in networks (Lusch & Vargo, 2014)

According to Lusch and Vargo (2014), a service ecosystem is defined by four elements: being relatively self-contained, the self-adjusting system of resource-

integrating actors, shared institutional logics, and a mutual value creation through service exchange.

The actor-to-actor exchanges and interactions result in the emergence of a relatively self-contained structure. This structure and thus the service ecosystem is context dependent (Vargo & Akaka, 2012).

The resource-integrating actors are seen as self-adjusting as the actors are loosely coupled with other actors. In order to form exchanges with other actors, there is a constant need for the loosely coupled actors to learn how to develop better and use their resources and to adapt, respectively (Lusch & Vargo, 2014).

The mutual value creation through service exchange has been done by engaging with other actors within the service ecosystem and offering value propositions that result in service exchange (Lusch & Vargo, 2014).

For Tronvoll et al. (2011), service systems from an S-D logic point of view can only be understood by taking into account both the personal interactions and the social structures through which meaning is established and all knowledge is developed, transmitted, and maintained. Thus, S-D logic ontologically proposes a dualistic perspective (Lusch & Vargo, 2014; Tronvoll et al., 2011; Vargo & Akaka, 2012). This dualistic view "attempts to resolve the dilemma faced by the social sciences in choosing between the deterministic a priori perspective and the phenomenological emergent perspective in seeking to explain human action" (Tronvoll et al., 2011, p. 6).

In this view, multiple levels of interaction and embeddedness of networks and institutions in service ecosystems are continually co-constructed through the actions and interactions among multiple actors (Akaka et al., 2015) as depicted in Figure 22.
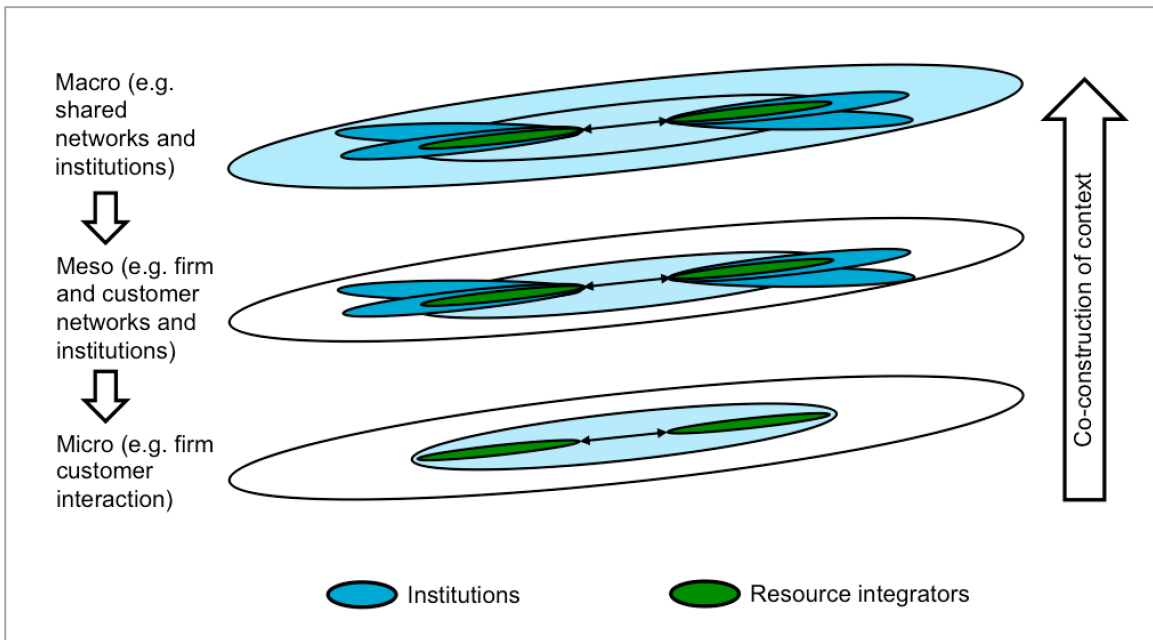
Figure 22   Context of experience (Akaka et al., 2015)

For Tronvoll et al. (2011), service systems from an S-D logic point of view can only be understood by taking into account both the personal interactions and the social structures through which meaning is established and all knowledge is developed, transmitted, and maintained.

For Vargo, Akaka, and Vaughan (2017), value in service ecosystems is phenomenological, co-created, and multidimensional in the sense that value co-creation is coordinated through actor-generated institutions. Thus, the social context "is integral to what value is, and how it is created" (Vargo et al., 2017, p. 5).

According to Lusch and Vargo (2014), the service ecosystem needs to share rules for coordinating the activities among actors. These rules are institutional rules for resource integration (Koskela-Huotari et al., 2016; Koskela-Huotari & Vargo, 2016; Vargo et al., 2015). The institutional rules of resource integration can be maintained or changed by the resource-integrating actors leading to different resource integration rules within a service ecosystem (Koskela-Huotari et al., 2016).

Applying the three pillars of institutions – regulative, normative and cognitive systems (Scott, 2013) – discussed above in Section 2.4.1 on a service ecosystem the different rules of or modes for resource integration represents the regulative

institutional system, the policies and work rules (Palthe, 2014). Hence, resource integration modes represent regulative institutional elements that shape the behaviour of the members of a service ecosystem.

For Koskela-Huotari and Vargo (2016), service ecosystems can be seen as inter-institutional systems characterized by the coexistence of multiple and intertwined institutional elements. As the diverse and partially conflicting institutional elements influence and guide actors' value co-creation efforts simultaneously, they create conflicts and tensions (Koskela-Huotari & Vargo, 2016) as discussed above.

Recent S-D logic research addresses the issue of alignment of institutions and resource integration in service ecosystems (Edvardsson et al., 2014; Edvardsson et al., 2012; Koskela-Huotari & Vargo, 2016). Karpen and Kleinaltenkamp (in-press) introduced the notions of full alignment and a partial or fully misalignment of institutions. As misalignment could lead to actors unable to achieve their desired outcomes and consequently value co-destruction (Prior & Marcos-Cuevas, 2016), Karpen and Kleinaltenkamp (in-press) argue that aligned institutions could avoid value co-destruction and enhance value-in-use. In contrast, Pera et al. (2016) state that actors of a multi-stakeholder ecosystem are not seeking to achieve an overall alignment in terms of values, viewing diverse and conflicting motives in a service ecosystem as positive.

To summarize, S-D logic views networks as service ecosystems that form the context through which value is derived. Service ecosystems are seen as inter-institutional systems with multiple institutional arrangements. Hence, service ecosystems are understandable through the social structures and the institutional arrangements through which meaning is established.

Underscoring the results of the literature search presented earlier, S-D logic-related research tends to argue for an alignment of institutional arrangements in order to prevent low-value co-creation or value co-destruction through tensions and conflicts based on conflicting institutional arrangements. However, some authors state that actors of a multi-stakeholder ecosystem are not seeking to achieve an overall alignment in terms of values, viewing diverse and conflicting motives in a service ecosystem as positive.

However, a service ecosystem needs shared rules for coordinating resource integration. This work rules and policies can be labelled as resource integration mode within a service ecosystem. According to the institutional pillars discussed above, these resource integration modes can be seen as regulative institutional elements of a service ecosystem. And these regulative institutional elements may or may not be in conflict with the organizational identity-based normative and cognitive institutional elements within a service ecosystem. However, it is a stated research need how the different categories of institutional elements – regulative, normative, cognitive – are related to each other in a service ecosystem.

To summarize, this thesis views B2B service ecosystems as social structure and inter-institutional system with resource integration modes that represent regulative institutional elements.

The thesis's view on B2B service ecosystems is depicted in Figure 23.
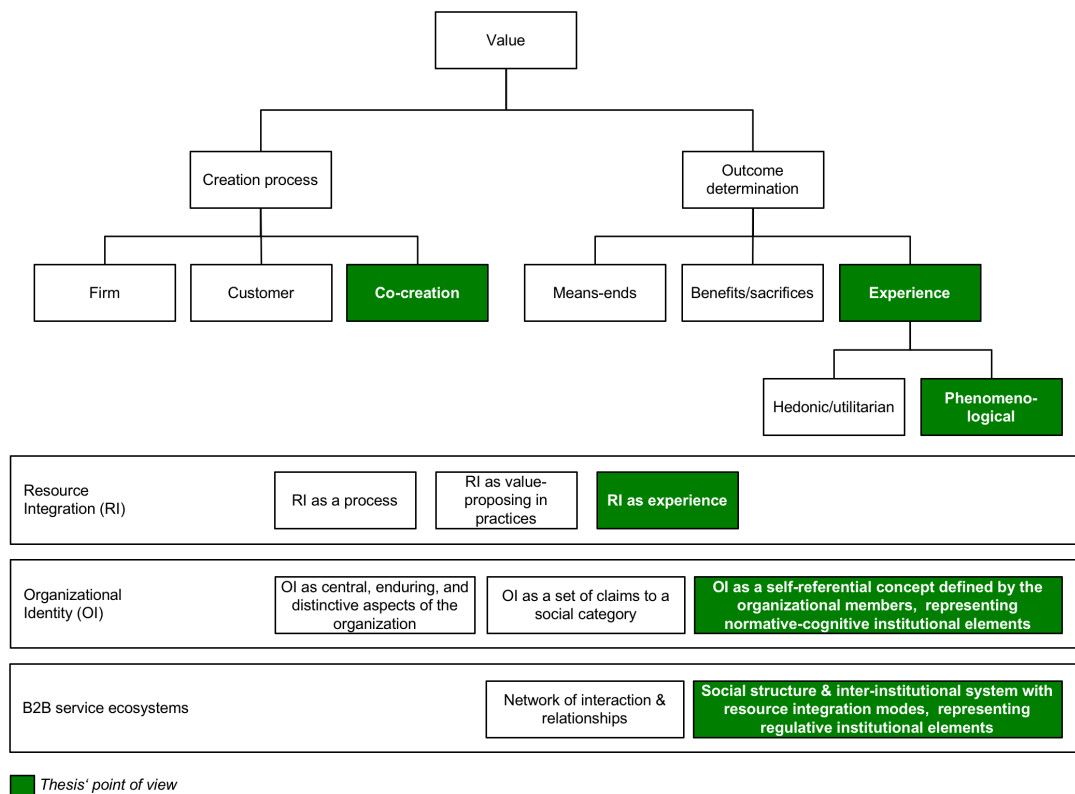
Figure 23   The thesis's view on B2B service ecosystems

After discussing B2B service ecosystems, the next section reviews the literature of the empirical context of this thesis, namely a project network as a specific form

of a B2B service ecosystem and Professional Service Firms (PSFs) as a specific form of actors within a B2B service ecosystem.

2.7   Empirical context

The empirical context is the seventh part of the literature review as depicted in Figure 24.
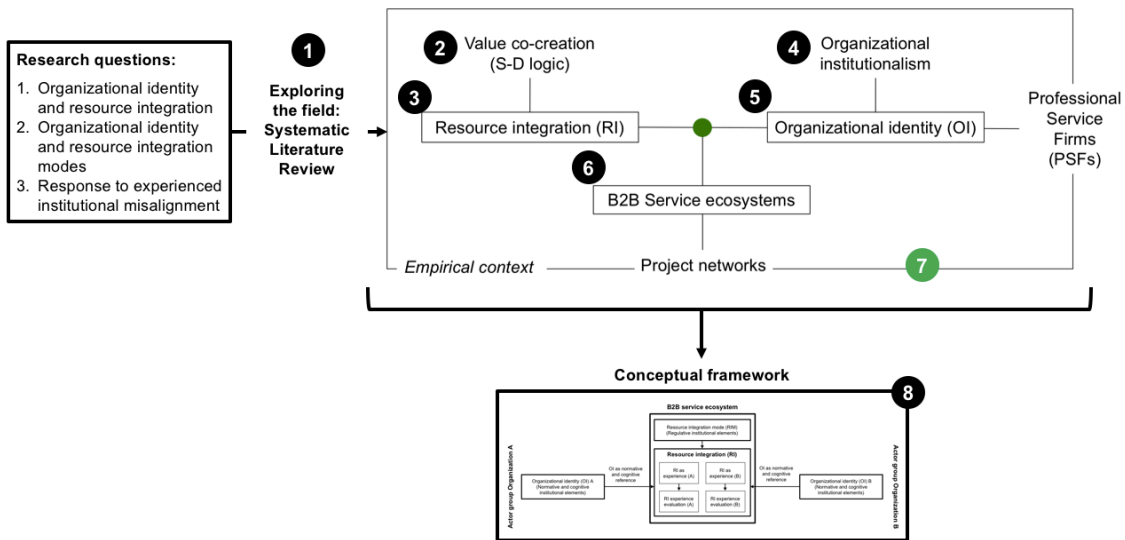
Figure 24   Empirical context as part of the literature review

The empirical context section is divided into two subsections; the literature on project networks as a distinct form of a B2B service ecosystem is discussed in Section 2.7.1, and the literature on Professional Service Firms as a distinct form of actors in a B2B service ecosystem is discussed in Section 2.7.2.

2.7.1   Project networks

According to Artto and Kujala (2008), project business can be categorized into four categories based on the number of projects and firms involved as illustrated in Figure 25.

	One firm	**Multiple firms**
One project	Management of a project	Management of a project network
Multiple projects	Management of a project-based firm	Management of a business network

Figure 25 Categorization of project business (Artto & Kujala, 2008)

According to this categorization, a project network consists of one project with multiple firms involved (Artto & Kujala, 2008). Ahola (2009, p. 9) defines a project network as "a temporary organization that exists for the duration of one specific project, and encompasses all organizations and the inter-organizational relationships between these organizations that participate in the delivery of the project"

According to Ahola (2009), project networks have the following characteristics:

- Duration: Project networks are temporary (from formation to accomplished or abandoned goal).
- Goals: A common task is shared by central participating actors (e.g. creating a solution) but the short-term and long-term goals of the different actors may be different.
- Relationship length: Long-term relationships are reported to be beneficial (reduced need for supervision, increased probability of project success, expectation of continuity may reduce opportunistic behaviour).
- Power: Power is often asymmetrical, but no single actor may act as a legitimate authority for the project network as a whole.
- Boundaries: The composition of a project network may change during the project life cycle. Individual actors may add and remove new actors to or from the project network.

Project networks have been researched regarding contextual factors (Ahola, 2009). However, despite the stated importance of contextual influences (Dille & Söderlund, 2011; Engwall, 2003; Klimkeit, 2013; Manning, 2008) there is a lack

of integrating concepts from social theories to conceptually integrate contextual influences which is seen as a reason for high project failures (Floricel et al., 2014), a problem especially for larger projects as Flyvbjerg and Budzier (2015, p. 22) note: "projects across industries and geographies struggle to meet the most basic targets". A study by the consultancy McKinsey revealed similar low success levels for IT related project networks: "on average, large IT projects run 45 percent over budget and 7 percent over time, while delivering 56 percent less value than predicted" (McKinsey&Company, 2012, p. 2).

Floricel et al. (2014, p. 1091) see the reason for high failure rates of complex project networks "rooted in the rationality of decision theory, which seem to generate technical and commercial failures, internal and external conflicts". Consequently, scholars both from project management research (Blomquist et al., 2010; Engwall, 2003; Manning, 2008; P. Morris, 2013) as well as scholars from service ecosystem research (Akaka et al., 2013; Chandler & Vargo, 2011) argue for taking into account the institutional context of service ecosystems as the context determines the collaboration of the resource integrating actors (Günter, 2016). This thesis views project networks from a service ecosystem point of view rather than from a project management point of view following Floricel et al. (2014, p. 1091) who argue that researchers should "aim to better account for project phenomena and outcomes by redirecting efforts away from developing principles for optimizing plans, contracts and charts, and towards understanding the specific nature of social relations, structures and processes that occur in projects" and should "seek to draw upon fundamental sociological theories in order to deepen the understanding of project organizations".

To summarize, a project network is a specific form of a B2B service ecosystem, consisting of one project with multiple firms. Similar to the literature on B2B networks, the importance of the context is acknowledged, but there is a stated lack of integrating contextual concept from social theories.

After discussing project networks as a specific form of a B2B service ecosystem, the next section reviews the literature on Professional Service Firms (PSFs) as a specific form of actors.

2.7.2 Professional Service Firms (PSFs)

The organizations participating in project networks are often professional services firms (PSFs), e.g., management consultancies, IT systems integrators, advertising agencies (Von Nordenflycht, 2010). According to Empson et al. (2015), the characteristics of professional service firms are

- Primary activity: Application of specialist knowledge to the creation of customized solutions for clients' problems.
- Knowledge: Core assets are specialist technical knowledge of professionals and in-depth knowledge of clients.
- Governance: Extensive individual autonomy and contingent managerial authority where core producers own or control core assets.
- Identity: Core producers recognise each other as professionals and are recognised as such by clients and competitors.

Professional Service Firms (PSFs) have emerged as one of the most rapidly growing and significant sectors of the global economy (Empson et al., 2015). Historically, PSFs acted as vehicles for the diffusion of new business practices and structures (Empson et al., 2015).

Based on their specialist expertise, professionals "enjoy a relatively autonomous status at their work" (Aarikka Stenroos & Jaakkola, 2010, p. 6). As the evaluation of the quality of the service requires specialist knowledge and objectivity, many professional fields self-regulate themselves through traditions, norms, or codes of ethics shared by the profession (Ritsema van Eck-van Peet, Broekhuis, & Gruisen, 1992).

Research on PSFs stresses the importance of organizational identities for members of PSFs as professional service employees define themselves through self-image and social groups (Alvesson, 2012; Alvesson & Empson, 2008; Alvesson et al., 2015; Alvesson & Sköldberg, 2009; Alvesson & Sveningsson, 2011; Kärreman & Alvesson, 2004). This is because hierarchical and technical means cannot prescribe behaviour in detail in PSFs due to the complexity and organic nature of work tasks of professional service employees (Alvesson et al., 2015).

PSFs differ regarding organizational identity in the three areas of the degree of the institutionalized profession, firm size, and access to status claims (Alvesson et al., 2015).

The *degree of the institutionalized profession.* The institutionalized profession is stronger in law and accounting through homogeneous education, strong professional associations, and certification and weaker in IT and communication consultancies.

Firm size. Larger PSFs have a higher need for management than smaller PSFs, thus reducing the role of autonomous professionals.

Access to status claims. Firms considered as the elite have an easier access to status claims whereas non-elite firms may easily be seen as secondary.

The desire for a high status is an important feature of PSFs in order to claim knowledge intensity and to convince others of their value (Alvesson et al., 2015; Faulconbridge, 2015; Von Nordenflycht, 2010). Some scholars suggest that achieving and maintaining high status is, in fact, the identifying characteristic of PSFs (Alvesson et al., 2015; Suddaby & Muzio, 2015).

Alvesson et al. (2015) state that organizational identity implications for PSFs are not carefully researched and suggest a highly contextual view when researching organizational identities of PSFs.

To summarize, organizational identity is very important for PSF actors; they define themselves strongly through their organizational identity. The organizational identity importance may vary across the actors' PSFs, based on the degree of the institutionalized profession, firm size, and access to status claim.

To summarize Section 2.7 which elaborated on the empirical context of this thesis, the literature on project networks as a specific form of a B2B service ecosystem and the literature on Professional Service Firms which highlight the importance of the context in general and the importance of organizational identity in particular. The stated shortcomings in researching contextual influences of both research streams underscore the application of a B2B service ecosystem perspective for this thesis.

After reviewing the relevant literature for this thesis, the next section introduces the conceptual framework based on the literature review.

2.8   Conceptual framework

The conceptual framework is the eighth and final part of the literature review as depicted in Figure 26.
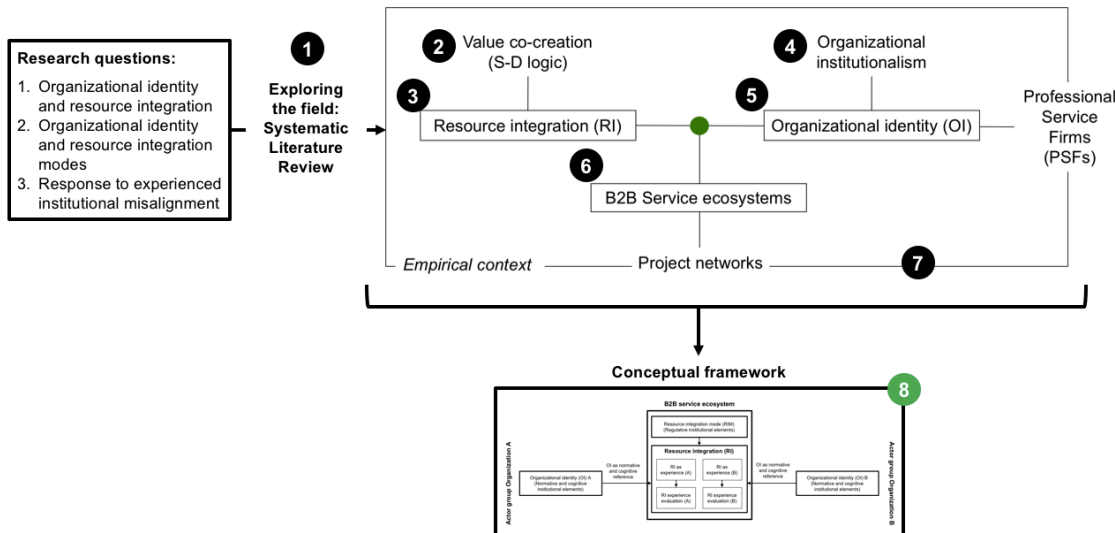
Figure 26   Conceptual frameworks as part of the literature review

According to Maxwell (2013), a conceptual framework is primarily a conception or model of what is out there that research plans to study, and of what is going on with these things and why, a tentative theory of the phenomena that is being investigated.

For Miles, Huberman, and Saldaña (2014, p. 20), "a conceptual framework explains, either graphically or in a narrative form, the main things to be studied – the key factors, variables, or constructs – and the presumed relationship among them".

A conceptual framework is constructed, not found, in the literature (Maxwell, 2013), but it is often based on existing theories and theoretical frameworks from the literature (Green, 2014).

This thesis researches the phenomenon of organizational identity as institutional context for resource integration and value co-creation in B2B service ecosystems. The research draws upon three theoretical concepts, resource integration informed by S-D logic, organizational identity informed by organizational institutionalism, and B2B service ecosystems informed by S-D

logic. The literature review of this research fields discussed in the previous sections leads to the following conception of the interplay of organizational identity and resource integration for value co-creation in a B2B service ecosystem.

A B2B service ecosystem is seen as governed by policies and work rules of resource integration, the resource integration modes. These resource integration modes (RIM) represent regulative institutional elements in a service ecosystem.

The resource integration (RI) within the B2B service ecosystem is seen as an experience of the actors. The organizational identity enactment is organization-specific and is guided by the normative and cognitive institutional elements of the organizational identity (OI). Hence, the organizational identities in the form of plausible narratives, consisting of who we are, what we do, how we do it, and how we do not do it represents normative (norms, values) and cognitive (taken for grantedness) institutional elements in a service ecosystem.

The resource integration experience is evaluated by the resource-integrating actors leading to actor group-specific co-created value-in-use. Thus, the institutional elements of the resource integration modes (regulative) and the organizational identities (normative, cognitive) are expected to determine the resource integration experience and consequently the value-in-use of the B2B service ecosystem.

To summarize, the conceptual framework consists of two sources of institutional elements guiding the resource integration in a B2B service ecosystem: (1) resource integration mode providing the regulative institutional elements, and (2) the organizational identities of the different actor groups providing the normative and cognitive institutional elements.

The conceptual framework for the research is depicted in Figure 27

Actor group Organization B
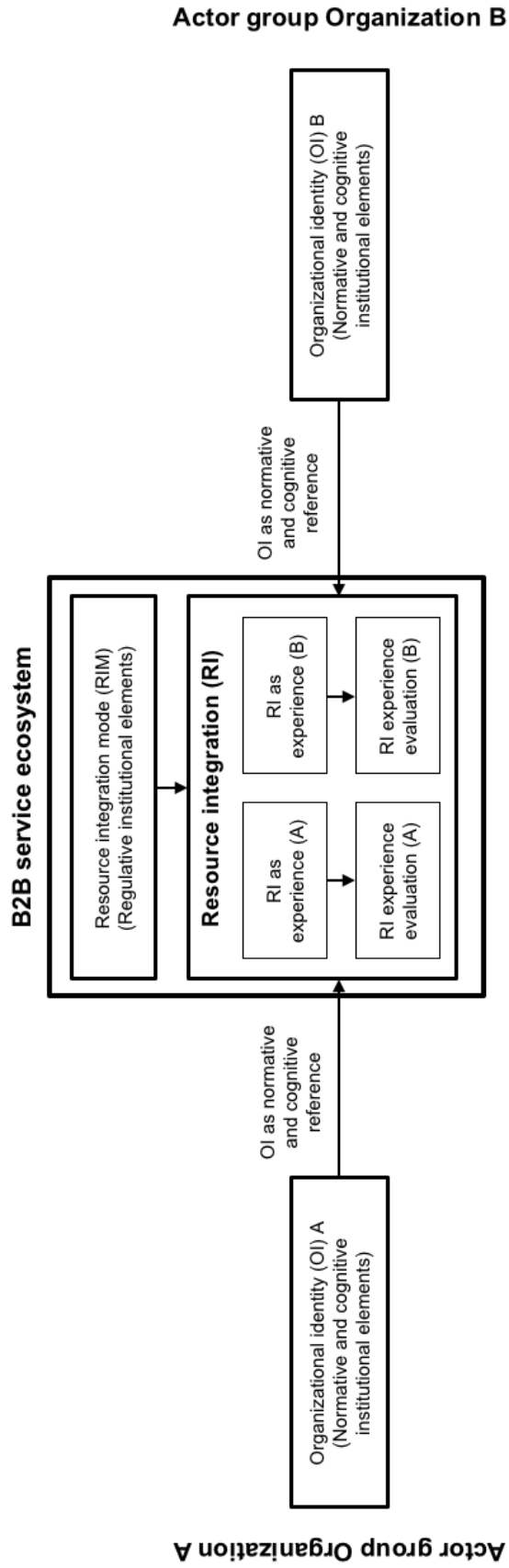
Figure 27   Conceptual framework for the research

In addition to the basis for the conceptual framework, the literature review also brought to light methodological recommendations for researching organizational identity and resource integration in B2B service ecosystems.

The experiential nature of the interplay of organizational identity and resource integration for value co-creation in a B2B service ecosystem calls for a phenomenological lens that focuses on the lived experience of different actor groups. Also, the view or organizational identity as a social construct based on the members' lived experience underscores the choice of a phenomenological lens.

Correspondently, recent literature on organizational identity proposes the use of cultural studies informed methodologies in general and the use of the lived experience the organizational members in particular. In addition, the microfoundational related literature of organization institutionalism recommends the use of small *N* exploratory case study research and narrative explanation.

Thus, this thesis makes use of interpretative phenomenology in conjunction with a qualitative case study to access and compare the lived experience of PSF actor groups with different organizational identities experiencing resource integration within a B2B service ecosystem.

The next section describes this research methodology that is intended to provide a rich and contextual understanding of the phenomenon of organizational identities as institutional context for resource integration and value co-creation in a B2B service ecosystem.

3   Research Methodology

This chapter describes and justifies the choices made regarding the thesis's empirical research. Section 3.1 defines the research philosophy of this thesis. Section 3.2 will elaborate on the research design. Section 3.3 explains the chosen methods of data collection. Section 3.4 describes the case selection and the informant's selection, and Section 3.5 explains the analysis of the data. The research methodology chapter starts with defining the research philosophy.

3.1   Research philosophy

A research philosophy is about the development of knowledge and the nature of that knowledge. It contains important assumptions about the way in which the researcher views the world (Saunders, Lewis, & Thornhill, 2009). This worldview or research paradigm is a belief system which bases on assumptions about the world in terms of ontology (the philosophy of reality), epistemology (philosophy of knowledge, what we know about the reality and how we come to know it), and methodology (methods and techniques to study the reality and increase our knowledge about it) (Guba & Lincoln, 1994; Lincoln et al., 2011).

The research philosophy of this thesis follows a relativist ontology and a moderate interpretivist epistemology (Bodner et al., 2001; Lincoln et al., 2011; Yanow, 2014). The methodology is hermeneutical and qualitative (Schwandt, 2000). The research aim is understanding and interpretation through meaning (Lincoln et al., 2011).

From a relativist position, different observers may have different viewpoints. Thus, for relativism in the social sciences, there is no single truth, but many perspectives depend on the viewpoint of the observer (Easterby-Smith, Thorpe, & Jackson, 2012). This ontological position is opposed to a realism that claims a single truth so that facts exist and can be revealed, as well as opposed to nominalism that claims that there is no truth, and facts are all human creations (Easterby-Smith et al., 2012).

Interpretive research "focus on meaning and meaning making in specific situational contexts" (Yanow, 2014, p. 23). It is "concerned with understanding the lifeworld(s) of the actor(s) in the situation(s) being studied (…), reflect on the problematics of (re)presenting those life-worlds and those meanings, including the role of the researcher as an actor in doing so" (ibid.).

Interpretive research refuses the ontological and epistemological beliefs of positivistic research that assumes reality as concrete, separated from the researcher, and recognizable by objective methods of data collection (Prasad & Prasad, 2002). In contrast, interpretive research is committed to the philosophy of social construction (Berger & Luckmann, 1966) that sees "social reality as a constructed world built in and through meaningful interpretations" (Prasad &

Prasad, 2002, p. 7). In this view, "meanings are socially constructed via the coordination of people in their various encounters" (Camargo-Borges & Rasera, 2013, p. 2). This supposes that an individual and his reality are inseparable and that knowledge is socially constructed, not objectively given (Arbnor & Bjerke, 2009). Since for social constructionism, social reality is a social construct, the focus of the investigation is on how this construction is carried out (Alvesson & Sköldberg, 2009).

Moderate social constructionism views the social reality as socially constructed (Berger & Luckmann, 1966; Searle, 1995) as opposed to 'radical' or 'strong' constructionism which claims that everything depends on the way in which we think about it (Elder-Vass, 2012).

Hermeneutical refers to an ongoing circle of the interpretation (Conroy, 2003; Horrigan-Kelly et al., 2016) through meaning in language (Gill, 2014; Lincoln et al., 2011). "Interpretive approaches rely heavily on naturalistic methods (interviewing and observation and analysis of existing texts)" (Lincoln et al., 2011, p. 105), thus typically qualitative methods are used (Lincoln et al., 2011).

Qualitative research "refers to methodological approaches that rely on non-quantitative (or nonstatistical) modes of data collection and analysis" (Prasad & Prasad, 2002, p. 6). The inquiry aim is towards understanding and interpretation through meaning as opposed to prediction and control (as in positivism and post-positivism) and critique and transformation (as in critical theories) (Lincoln et al., 2011).

The thesis's research philosophy in terms of the ontology, epistemology, methodology, and research aim explained above is summarized in Figure 28.

| Ontology | | Realism | **Relativism** | Nominalism |

| Epistemology | Positivism | Postpositivism | Critical Theory | **Interpretivism** |
| | | | | **Moderate social constructivism** / Radical constructivism |

| Methodology | Verification of hypotheses, chiefly quantitative | Falsification of hypotheses, may include qualitative | Dialogic/dialectical | **Hermeneutical** |
| | | | | **qualitative** / mixed |

| Inquiry aim | Prediction and control | | Critique and transformation | **Understanding and Interpretation through meaning** |

■ *Thesis' point of view*

Figure 28   The thesis's research philosophy

After defining the research philosophy as the basis of this thesis, the next section explains the chosen thesis's research design.

3.2   Research design

This section explains the research design for the qualitative research of this thesis. There are several classifications of qualitative methods. For instance, Alvesson and Sköldberg (2009) list five qualitative research approaches:

- Empiristic techniques: grounded theory, ethnomethodology, and ethnography.
- Interpretation: hermeneutics/phenomenology.
- Political/ideological: critical theory.
- Destabilizing subject and text: poststructuralism and postmodernism.
- Language, gender, and power: discourse analysis, feminism, genealogical method.

As this thesis is focussed on the interpretation and comparison of the experience of resource integration for value co-creation in a B2B service ecosystem by different PSF actor groups in relation to organizational identity, the thesis makes use of interpretive phenomenology and qualitative case study. Thus, interpretive phenomenology and case study work in conjunction with one another as qualitative research types often do (Merriam, 1998).

The reason for choosing a combined approach is that to answer the research questions, the thesis has the following requirements for the research design.

First, the research design should be able to address research questions that consider subjective experiences and meaning. Second, the research design should provide the possibility to research commonalities and differences of everyday understandings and knowledge across groups. Third, as the research philosophy follows a relativist ontology with the assumptions of different views on a phenomenon, the research design should provide different views in a specific context and feedback from those under study. Fourth, the research questions introduced earlier can be characterized as explorative, needing an intensive, holistic description. Fifth, the research design has to be suitable for exploring B2B networks. Sixth, to empirically investigate the conceptual framework introduced above the research design has to be suitable to capture changing resource integration modes in a B2B service ecosystem over time in order to explore the

relationship between organizational identity and resource integration for value co-creation.

The first two requirements are being met by an interpretive phenomenological research design. According to Gill (2014), phenomenological approaches are especially strong in addressing research questions that consider subjective experiences and meaning, especially in investigating organizational identity. They are also strong in investigating commonalities and differences of everyday understandings and knowledge across groups (Benner, 1994; Crist & Tanner, 2003; Gill, 2014).

The third requirement is being met by both interpretive phenomenology and qualitative case study. Both research design components are strong in giving voice to different views in a specific context (Gill, 2014; Merriam, 1998; Tomkins & Eatough, 2013) and especially for those under study (Conroy, 2003; Merriam, 1998).

The following three requirements are being met by a qualitative case study research design. According to Merriam (1998), a qualitative case study approach is especially strong in providing intensive, holistic descriptions. Järvensivu and Törnroos (2010, p. 100) state that "case studies are suitable for exploring business networks and other subjects of industrial marketing, and specifically business-to-business relationships and networks, because they capture the dynamics of the studied phenomenon and provide a multidimensional view of the situation in a specific context". Halinen and Törnroos (2005) see the strength of the case study method in business network research, pointing out the many-sided view it can provide for a situation in its context. According to them, it is a "strong method in the study of change processes as it allows the study of contextual factors and process elements in the same real-life situation" (p. 1286). According to Baxter and Jack (2008), a qualitative case study approach is especially strong in researching phenomena that cannot be defined beforehand or be induced. For Flyvbjerg (2006, p. 223), a case study is an ideal method as "concrete experiences can be achieved via continued proximity to the studied reality and via feedback from those under study".

The research requirements and the appropriate research design are summarized in Table 16.

Table 16

Research requirements and chosen research design

Research requirements	Research design
1. Able to address research questions that consider subjective experiences and meaning. 2. Provide the possibility to research commonalities and differences of everyday understandings and knowledge across groups.	Interpretive phenomenology
3. Different views in a specific context and feedback from those under study.	
4. Intensive, holistic description for explorative research questions 5. Suitable for exploring B2B networks. 6. Able to capture dynamic phenomena over time.	Qualitative case study

Before the interpretive phenomenology and qualitative case study will be discussed in the next sections, the reasons for not choosing similar and alternative approaches, namely narrative analysis, discourse analysis, grounded theory, and ethnomethodology will be briefly discussed.

Narrative inquiry typically investigates the narrative of an individual or a small group of individuals, which is very similar to phenomenological approaches (Gill, 2014). Narrative inquiry tends to view meaning as originating in words and takes as its object of investigation the story itself (Riessman, 2008). In contrast, phenomenological researchers use verbal data to access individuals' lived experiences. In this way, phenomenological approaches are appropriate to address research questions that view an experience as the main object of investigation and not the story of an experience (Gill, 2014).

Discourse analysis is concerned with how knowledge and meaning are produced through multiple discourses in a specific context (Heritage, 2001; Phillips & Oswick, 2012; Starks & Trinidad, 2007; Wetherell, 2001). Thus, the interest is not on the experience and meaning but on language-use and how a discourse as a unit of analysis unfolds (Phillips & Oswick, 2012).

Grounded theory aims to develop an explanatory theory of social processes that emerge from field data (Kenealy, 2012). Thus, the focus is not on the experience but on the social processes (Starks & Trinidad, 2007).

Ethnomethodology examines how individuals organize their everyday activity (Van der Waal, 2009) whereas phenomenology seeks to examine how people experience particular phenomena (Gill, 2014). Table 17 summarizes the rationale for not choosing alternative approaches.

Table 17

Rationale for not choosing alternative approaches

Alternative approaches	Rationale for not choosing
Narrative analysis	• The object of investigation for narrative analysis is the story itself. • In contrast, phenomenological researchers use verbal data to access individuals' lived experiences and view an experience as the main object of investigation and not the story of an experience.
Discourse analysis	• Discourse analysis is concerned with how knowledge and meaning are produced through multiple discourses in a specific context. • The interest is not on the experience and meaning but on language-use and how a discourse as a unit of analysis unfolds.
Grounded theory	• Grounded theory aims to develop an explanatory theory of social processes that emerge from field data. • The focus is not on the experience but on the social processes.
Ethnomethodology	• Ethnomethodology examines how individuals organize their everyday activity. • Phenomenology seeks to examine how people experience particular phenomena.

After justifying the choice for interpretive phenomenology in conjunction with a qualitative case study, the next section discusses these research approaches starting with interpretive phenomenology.

3.2.1 Interpretive phenomenology

This thesis studies several actors that have shared an experience of resource integration for value co-creation in relation to their organizational identity (interpretive phenomenology), which took place in a B2B service ecosystem with different PSF actor groups (qualitative case study). "Phenomenological inquiry seeks to explore and examine experiences" (Gill, 2014, p. 11) and attempts to describe these experiences from the view of those who have experienced it (Gill, 2014).

Phenomenology is both a rich body of philosophical ideas and a family of qualitative research methodologies (Gill, 2014; Tomkins & Eatough, 2013). Phenomenological philosophy has influenced the social construction paradigm (Berger & Luckmann, 1966; Lincoln et al., 2011) and a range of theorizations in organizational research (Gill, 2014; Holt & Sandberg, 2011; Tomkins & Eatough, 2013), e.g. practice theory (Nicolini, 2012; Nicolini & Monteiro, 2017; Whittington, 2011), embodiment (Benner, 1994; Flores-Pereira, Davel, & Cavedon, 2008; Yakhlef & Essén, 2013), organizational sensemaking (Sandberg & Tsoukas, 2015; Weick, 1995, 2012), and organizational identity (Corley et al., 2006; Gill, 2014).

The emphasis of phenomenology is in the world as lived by a person, not a world regarded as something separate from the person (Laverty, 2003). "This inquiry asks 'What is this experience like?' as it attempts to unfold meanings as they are lived in everyday existence" (Laverty, 2003, p. 22). However, this "'what is it like?' does not equate to 'what does it resemble in *our* experience?', but rather, 'how is it for *them*?'" (Tomkins & Eatough, 2013, p. 262, italics in original). The result is an understanding of meaning (Alvesson & Sköldberg, 2009). The notion of experience, the "what is it like?" is the glue for disparate readings of phenomenology (Holt & Sandberg, 2011; Tomkins & Eatough, 2013).

Phenomenology can address a variety of research topics that are concerned with subjective experiences and meanings (Finlay, 2009; Gill, 2014; Yanow, 2014). Despite the proliferation of phenomenological methodologies in other sciences like nursing, pedagogy, and psychology, there has not been a broad application of phenomenology in organizational research yet (Gill, 2014; Holt & Sandberg,

2011; Sanders, 1982; Tomkins & Eatough, 2013). As Gill (2014, p. 2) puts it, "for organization researchers, much of the potential scope and value of phenomenology remains unrealized".

Phenomenology is both a philosophical movement and a family of research methodologies (Conroy, 2003; Finlay, 2009; Gill, 2014). Phenomenology has its roots in the German phenomenology philosophy tradition of Edmund Husserl (1859-1938) and Martin Heidegger (1889-1976). Based on their work, several scholars developed phenomenology further, e.g., Maurice Merleau-Ponty (1908-1961), Alfred Schütz (1899-1959), and Hans-Georg Gadamer (1900-2002) (Conroy, 2003; Gill, 2014; Laverty, 2003; Prasad, 2002; Tomkins & Eatough, 2013).

Methodologically, there is a difference between Husserlian descriptive phenomenology and Heideggerian interpretive phenomenology (Dowling, 2007; Gill, 2014).

Descriptive phenomenology based on the work of Husserl focuses on intentionality and essence, the 'going back to the things themselves' in order to make explicit the implicit structures and meaning of experience (Dowling, 2007; Lopez & Willis, 2004; Tomkins & Eatough, 2013), "what makes the thing what it is (and without which it would not be what it is)" (Dowling, 2007, p. 133). Intentionality is the directed focus on the objects of study in order to face the ultimate structure of particular realities, described as essence (Dowling, 2007; Laverty, 2003; Lopez & Willis, 2004), "the a priori essential structure of subjective experiences" (Gill, 2014, p. 3). Descriptive phenomenology tries to bracket out the researcher's assumptions about the phenomenon (Dowling, 2007; Gill, 2014) and believes "that essence can be abstracted from lived experience without a consideration of context" (Lopez & Willis, 2004, p. 728). This is being achieved analytically through reduction (Gill, 2014). In order to reduce a phenomenon to its essence, the researcher needs to bracket out, or epoché, the outer world as well as individual judgements and biases (Gill, 2014; Laverty, 2003; Tomkins & Eatough, 2013). The idea is to bring pure expressions describing the essential concepts of a phenomenon free from hypotheses or preconceptions (Dowling, 2007; Gill, 2014; Lopez & Willis, 2004). For Husserl, consciousness consists of

phenomena. These phenomena can be isolated by bracketing any considerations (Cerbone, 2006).

All phenomenological methodologies based on Husserl share the goal to describe these essences (Gill, 2014) through reduction and bracketing prior knowledge and judgement (Lopez & Willis, 2004). Consequently, some descriptive phenomenology researchers advocate not to conduct a detailed literature review prior to a study and not having specific research questions other than to describe the lived experience in relation to the topic of study (Lopez & Willis, 2004).

Interpretive or hermeneutic phenomenology is based on the work of Heidegger, a student of Husserl. In contrast to Husserl's descriptive phenomenology, the focus for Heidegger is what he calls the science of beings of entities, *Dasein* (Gill, 2014; Horrigan-Kelly et al., 2016). *Dasein* is the question of what it means for anything to be (Cerbone, 2006). Heidegger rejected Husserl's notion of reduction seen as "the attempt to explore consciousness separated from the world in which the person is situated" (Horrigan-Kelly et al., 2016, p. 2). Instead, "Heidegger argues, we must return to the world in which we are constantly engaged, not to something rarefied, bracketed off, separated, or mentally configured" (Holt & Sandberg, 2011, p. 220). Thus, understanding is achieved through a contextual understanding of everyday activities, the being in the world, understood as embeddedness inseparable from the world (Horrigan-Kelly et al., 2016).

Interpretive phenomenology "concerns individuals' interpretations of themselves and their own subjective or intersubjective (cultural) reality, and the meaning they assign to this" (Alvesson & Sköldberg, 2009, p. 175). Interpretive phenomenology focuses on interpretation as "understanding *is* interpretation" (Schwandt, 2000, p. 194, italics in original). "Interpretation is not a choice but an integral aspect of research" (Gill, 2014, p. 3). In the act of interpretation, of "taking something *as* something" (Schwandt, 2000, p. 194, italics in original), the researcher is never free from assumptions. In contrast to descriptive Husserlian phenomenology, interpretive phenomenology denies the possibility to fully detach reflections and to free oneself from all prejudice and preconceptions. Interpretation in this view is not an additional procedure. In fact, interpretation "constitutes an inevitable and basic structure of our "being-in-the-world". We experience a thing as something that has already been interpreted" (Finlay, 2009, p. 11). The point for the

researcher is rather to reflect on and to engage in one's biases (Conroy, 2003; Gill, 2014; Schwandt, 2000).

For interpretive phenomenology, understanding is produced in participation, conversation, and dialogue as for interpretive phenomenology, the human meaning is not expressed directly but rather embedded in artefacts like written words and can be known through interpreting these artefacts (Yanow, 2014). Meaning in this view is not simply discovered but "negotiated mutually in the act of interpretation" (Schwandt, 2000, p. 195), thus, "understanding is itself a kind of practical experience" (Schwandt, 2000, p. 196). For interpretative phenomenology, there is a truth to the matter of interpretation, "but it is conceived in terms of disclosure that transpires in actual interpretative practices" (Schwandt, 2000, p. 198). Where descriptive phenomenology focuses on processes of perception, interpretive phenomenology focuses on principles of interpretation (Yanow, 2014).

Heidegger proposed an ongoing circle of interpretation as a method of interpretation, known as the hermeneutic circle or spiral (Conroy, 2003; Horrigan-Kelly et al., 2016). The hermeneutic circle is a "spiralling process of interpretation where the interpretations of a group of people build on each other's understandings over a period of time" (Conroy, 2003, p. 39). This "indicates that the meanings that the researcher arrives at in interpretive research are a blend of the meanings articulated by both participant and researcher within the focus of the study" (Lopez & Willis, 2004, p. 730). The hermeneutic circle alternates between two contrastive pairs, the part and the whole, pre-understanding and understanding (Alvesson & Sköldberg, 2009). This is being done by moving in circles from patterns of interpretation to the text, to dialogue, to sub-interpretations and so on (Alvesson & Sköldberg, 2009). The hermeneutic circle according to Alvesson and Sköldberg (2009) is depicted in Figure 29.
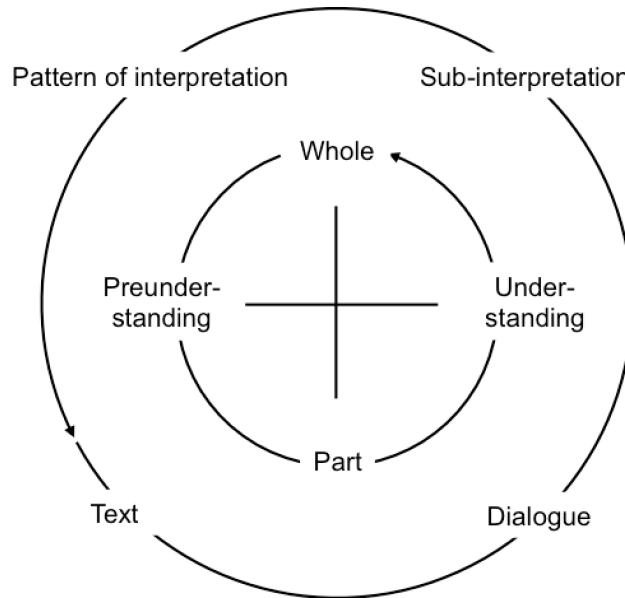
Figure 29 Hermeneutic circle (Alvesson & Sköldberg, 2009)

To summarize, the focus of phenomenological research is on experiences. It asks what this experience is like for the ones who have experienced it and uses descriptions of lived situations, often as first-person accounts, in everyday language (Finlay, 2009). Phenomenological research can be divided into descriptive phenomenology based on the work of Husserl and interpretive phenomenology based on the work of Heidegger (Cerbone, 2006; Gill, 2014; Holt & Sandberg, 2011; Lopez & Willis, 2004).

Descriptive phenomenology seeks to articulate the essence of a phenomenon, the implicit structure of an experience in the consciousness identified through bracketing and reduction. Interpretive phenomenology rejects the possibility of fully detached reflections and instead emphasizes the role of interpretation (Cerbone, 2006; Lopez & Willis, 2004; Yanow, 2014).

This thesis draws on Heideggerian interpretive phenomenology since the author of this thesis shares the view that the research is never free of assumptions and that interpretation, together with the actors under study, is invaluable for researching experiences.

Different phenomenological methodologies have been developed based on the two main philosophical foundations of phenomenology. Gill (2014) provides an overview of phenomenological methodologies: (1) Sander's phenomenology

(Sanders, 1982), (2) Giorgi's descriptive phenomenological method (Giorgi, 2009), (3) van Manen's hermeneutic phenomenology (van Manen, 1990), (4) Benner's interpretive phenomenology (Benner, 1994), and (5) Smith's interpretative phenomenological analysis (Smith, 1996). The methodologies of Sanders and Giorgi follow the descriptive phenomenology of Husserl. Van Manen embraces elements of both Husserl and Heidegger. Benner and Smith are based on the interpretive phenomenology of Heidegger (Gill, 2014) as described in Table 18.

Table 18

A typology of Phenomenological Methodologies (Gill, 2014)

Charac-teristic	Descriptive phenomenology (Husserlian)		both	Interpretive phenomenology (Heideggerian)	
	Sander's phenomenology	Giorgi's descriptive phenomenological method	Van Manen's hermeneutic phenomenology	Benner's interpretive phenomenology	Smith's interpretive phenomenological analysis
Disciplinary origin	Organization studies	Psychology	Pedagogy	Nursing	Psychology
Aims	To make explicit the implicit structure (or essence) and meaning of human experiences	To establish the essence of a particular phenomenon	To transform lived experience into a textual expression of its essence	To articulate practical everyday understandings and knowledge	To explore in detail how participants are making sense of their personal and social world
Participants (sampling)	3-6	At least 3	Unspecified	Until new informants reveal no new findings	1 or more
Key concepts	Bracketing (epoché) Eidetic reduction Onomastic/ noetic correlates	Bracketing (epoché) Eidetic reduction Imaginative variations Meaning units	Depthful writing Orientation Thoughtful-ness	The background Exemplars Interpretive teams Paradigm cases	Double hermeneu-tic Idiographic Inductive

This thesis seeks to explore actors' experiences of resource integration for value co-creation in relation to organizational identity, its commonalities, and differences between different actor groups with different organizational identities. In doing so, the thesis is drawing on Heideggerian interpretive phenomenology. Regarding approach, both Smith's interpretive phenomenological analysis, as

well as Benner's interpretive phenomenology, would be a possible choice. Smith's interpretive phenomenological analysis is rooted in psychological and individual cognition whereas Benner's approach is especially strong in articulating the commonalities of individuals' experiences within a particular context (Gill, 2014). "Benner's phenomenology places a significant emphasis on exploring practice, seeking to observe and articulate the commonalities across participant's practical, everyday understandings and knowledge" (Gill, 2014, p. 8).

Hence, this thesis draws on Benner's interpretive phenomenology (Benner, 1985, 1994, 2000). Benner's phenomenological approach emerged in nursing (Dowling, 2007). In contrast to both Husserl and Heidegger, Benner (2000) argues that meaning is grounded in culture (Dowling, 2007). In fact, for Benner, cultural and social contexts create the conditions of a possibility for an experience (Benner, 2000; Dowling, 2007). Among others, Benner's approach was criticised by Crotty (1997) for not utilizing Heidegger's phenomenology correctly, especially regarding Benner's view on culture. Benner was defended by Darbyshire, Diekelmann, and Diekelmann (1999), arguing for a wider and non-existentialist view on Heidegger's work. Different to other phenomenological approaches, Benner also looks for commonalities in participants' understandings and knowledge (Dowling, 2007; Gill, 2014).

In terms of data sources, all phenomenological methods employ interviews, often in-depth and semi-structured (Gill, 2014). In addition and uncommon to other phenomenological approaches, Benner recommends the use of group interviews alongside observations (Benner, 1994).

Regarding analysis, Benner's approach uses thematic analysis of texts in order to identify paradigm cases and exemplars to recognize similarities and differences across groups (Benner, 1994; Crist & Tanner, 2003; Gill, 2014). The thematic analysis will be described in section 3.5.2.

After explaining the choice of interpretive phenomenology, the next section discusses qualitative case study which is the second part of the research approach that works in conjunction with interpretive phenomenology.

3.2.2 Qualitative case study

Yazan (2015) compares the work of three prominent case study methodologists, namely the work of Yin (2014), Merriam (1998), and Stake (1995), and states that Yin demonstrates positivistic leanings in his perspective on a case study. This is in line with the work of Hyett, Kenny, and Dickson-Swift (2014) who locate the work of Yin in a post-positivist paradigm. In contrast, the work on case study research from Stake and Merriam is situated in a social constructivist paradigm (Hyett et al., 2014; Yazan, 2015). In accordance with the research philosophy, this thesis makes use of qualitative case study from a social constructivist point of view.

In the social constructivist view, qualitative case study researchers are interpreters as "there are multiple perspectives or views of the case that need to be represented, but that there is no way to establish, beyond contention, the best view" (Stake, 1995, p. 108). This is a view shared by Merriam (1998, p. 6, italics in original) who states that "qualitative researchers *are interested in understanding the meaning people have constructed*, that is, how they make sense of their world and the experiences they have in the world".

A social constructivist approach to case study research demands consideration of the contextual factors of the case (Stake, 1995) and "supports a transactional method of inquiry, where the researcher has a personal interaction with the case" (Hyett et al., 2014, p. 2).

The objective of case study research in this view is "to catch the complexity of a single case" (Stake, 1995, p. xi). The aim is not to produce outcomes that are generalizable to all populations (Hyett et al., 2014) or, as Stake (1995, p. 8) puts it, "the real business of case study is particularization, not generalization".

Merriam (1998) distinguishes case studies regarding the intent of the studies. A case study can be descriptive (presenting a detailed account of the phenomenon under study), interpretive (illustrating, supporting, or challenging theoretical assumptions), or evaluative (involving judgements). The present case study can be labelled as interpretive from a Merriamian viewpoint as in addition to a rich and thick description, the study aims to better understand resource integration and organizational identity in B2B service ecosystems. Thus, the study illustrates,

supports, and challenges the theoretical assumptions of S-D logic regarding resource integration for value co-creation and its institutional context.

The research approach for this study is a single-case design (one context, the project network) with embedded multiple units of analysis (actors of different PSFs). The ability to look at subunits or different cases in one context is considered to be very powerful when data can be analysed within the subunits separately, between different subunits, or across all of the subunits as this provides a rich analysis (Baxter & Jack, 2008; Maitlis & Christianson, 2014).

To summarize Section 3.2, the thesis's research design uses interpretive phenomenology in conjunction with a qualitative case study approach to provide a rich and thick description to illustrate, support, and challenge theoretical assumptions, providing insights into the phenomenon of organizational identity and resource integration for value co-creation in B2B service ecosystems. The inquiry aim is understanding and interpretation through meaning. The approach for applying Heideggerian interpretive phenomenology is Benner's interpretive phenomenology. The thesis's research design is depicted in Figure 30.
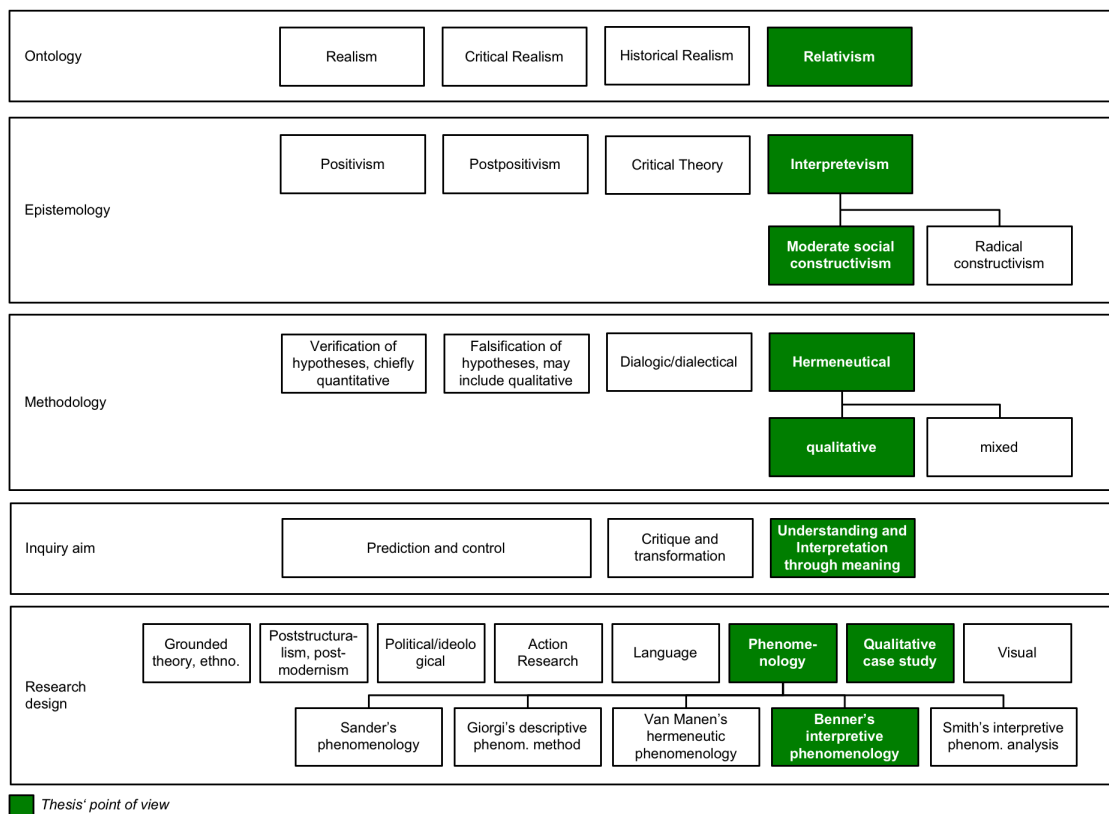
Figure 30   The thesis's research design

After explaining the research design, the next section describes the chosen methods of data collection for this thesis.

3.3 Methods of data collection

This section describes the methods of data collection. Section 3.3.1 gives an overview of the methods used for data collection in this thesis. Section 3.3.2 explains the method of participant observation, Section 3.3.3 describes the in-depth interviews, Section 3.3.4, the member-check group interviews, and Section 3.3.5, the expert focus groups. Section 3.3.6 discusses relevant issues of data collection for this thesis, retrospective accounts, and insider research.

The next section gives an overview of the methods used for data collection for this thesis.

3.3.1 Overview

Interpretive phenomenology and qualitative case studies get their data from a number of sources, predominantly from interviews and observation (Benner, 1994; Gill, 2014; Merriam, 1998; Stake, 1995).

As discussed above, the hermeneutic circle alternates between the parts and the whole, and pre-understanding and understanding. To support this hermeneutic circle, this thesis makes use of participant observation and case-external expert focus groups in addition to the in-depth interviews and member-check group interviews. Starks and Trinidad (2007, p. 1375) state, "in phenomenology, observation of how participants live in their environment through time and space provides clues about how they might embody meaning". Thus, a participant observation was used to provide clues about the possible meanings that informed the interviews and its interpretation (Roulston, 2010). Expert focus groups are a useful tool for exploratory studies (Brinkmann & Kvale, 2015). Thus, case-external expert focus groups were used to support an understanding of the whole.

The hermeneutic circle and the methods of data collection in this thesis are depicted in Figure 31.
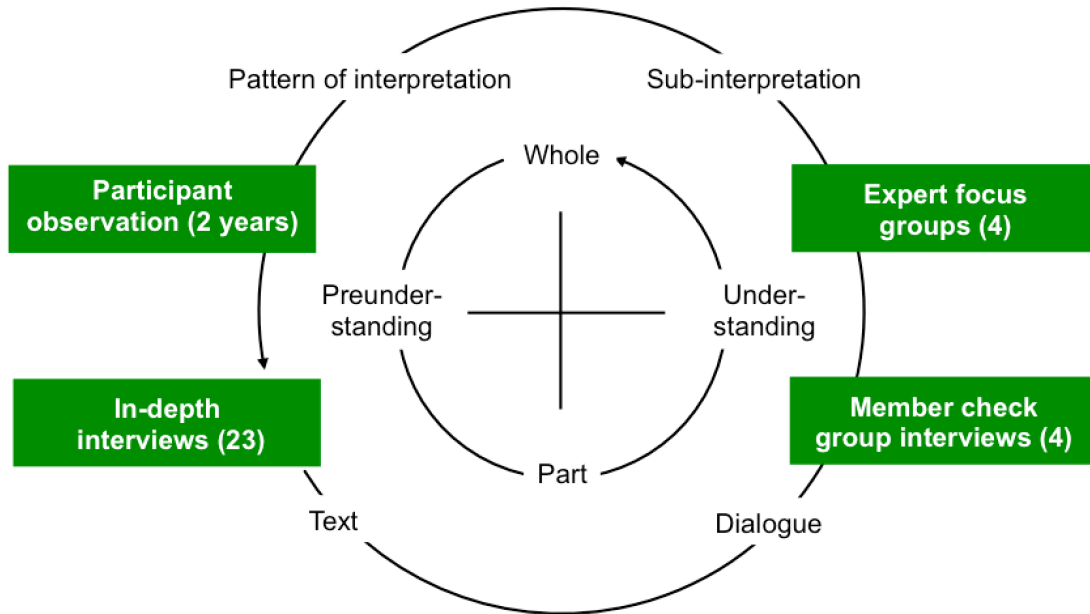
Figure 31   Hermeneutic spiral and methods of data collection (adapted from Alvesson and Sköldberg (2009))

Two additional possible sources of data, physical artefacts, and archival records, have not been used for two reasons. First, the participant observation, which informed the in-depth interviews, covered the physical dimension as well. Secondly and more important, interpretive phenomenology sees talk as the core of its analysis (Gill, 2014). The study of physical artefacts or socio-materiality would be a different research, both in terms of the research question and the research methodology. This applies also to a structured analysis of archival records, which would be more suitable for a narrative analysis as discussed above.

To summarize, four types of written data were collected, field notes from participant observation, transcripts from in-depth interviews, transcripts from member-check group interviews, and notes from case-external expert focus groups.

The thesis's methods of data collection are depicted in Figure 32.
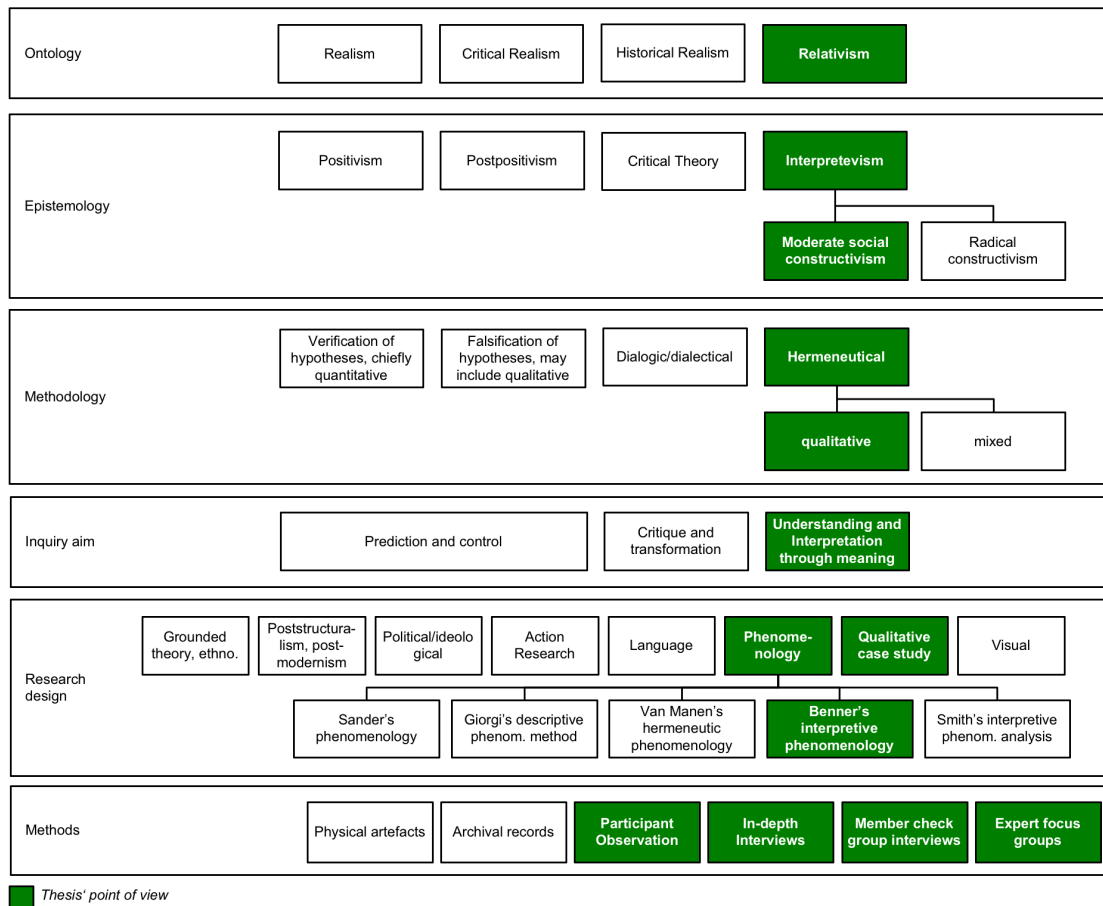
Figure 32   The thesis's methods of data collection

The empirical data for this study were collected during a two-year period, between 2014 and 2016. Figure 33 illustrates the chronological process of collecting the data.
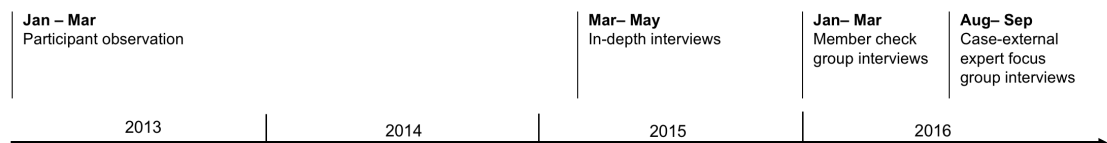
Figure 33   Chronology of data collection

After presenting an overview of the methods of data collection, the next section explains the specific methods' characteristics, starting with participant observation.

3.3.2 Participant observation

The first data source for this study is participant observations. As the experiences of the actors of PSFs in a project network are the focus of the research, observation has an informing function for the in-depth interviews as depicted in Figure 34.
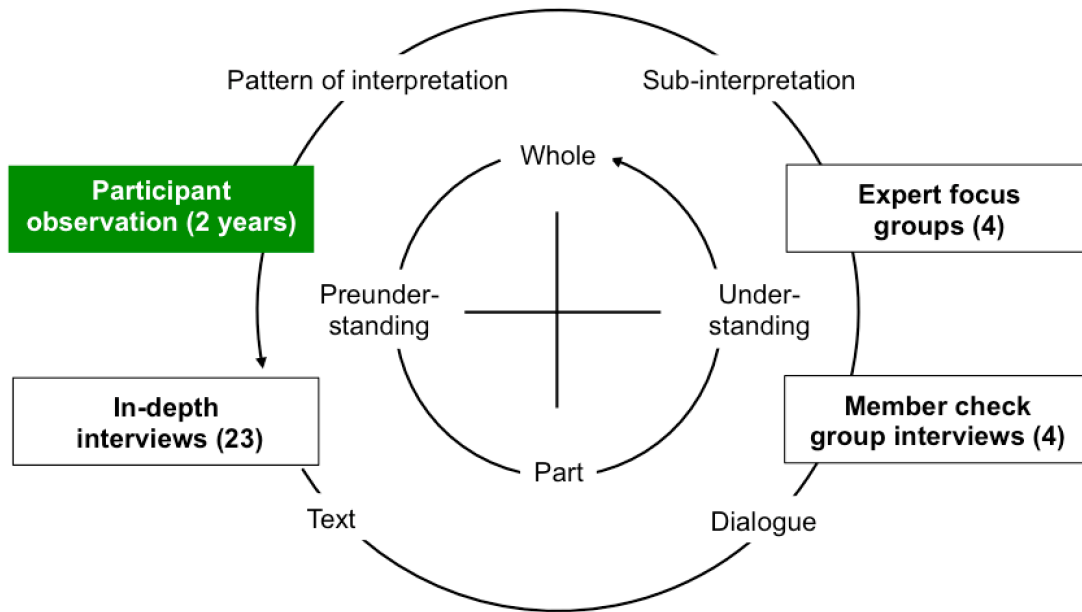
Figure 34   Hermeneutic spiral and participant observation

As in-depth interviews and member-check focus group interviews provide an inside perspective, participant observation then builds on the evidence of actors' participation of outsiders in certain socio-material environments as observed, categorised, and interpreted by the researcher (DeWalt & DeWalt, 2010). Participant observation works through the direct experience of circumstances and events (Brannan & Oultram, 2012). The degree of participation of the researcher may differ but what is central to all participant observations in organizational research is that the researcher interacts with participants as a colleague (Brannan & Oultram, 2012). The focus of participant observation is on 'how things work', "the study of the connection between the actions and utterances of people in social settings with the cultures, discourses, narratives, and social, economic, and political structures within which those actions and utterances occur" (Watson, 2011, p. 213).

The author of this thesis participated in the studied B2B service ecosystem over a period of two years. As a participant-as-observer, the author of this thesis took part in the everyday organizational life of the PSFs the same as any other member of the project network. The researcher role was openly disclosed to all the actors working with the author of this thesis.

Kawulich (2005, p. 2) defines participant observation as "the process enabling researchers to learn about activities of the people under study in the natural setting through observing and participating in those activities". Participant observation is, among others, helpful as it allows researchers to observe events that informants have described in interviews, adding information that informants are perhaps unable or unwilling to share (Kawulich, 2005).

The observation was unstructured in the sense that 'the field' was entered with no predetermined notions as to the behaviours that might be observed in contrast to strictly checking a list of predetermined behaviours such as would occur in structured observation (Mulhall, 2003).

The author of this thesis wrote a journal with jotted notes on a daily basis within the research period. To make field notes out of these jottings, a monthly summary was made. The structure of this account is based on Merriam (1998), consisting of four parts, working environment, people, activities and interaction, and personal reflections. Table 19 summarizes the structure of the field notes.

Table 19

Format for the observational field notes (based on Merriam, 1998)

Observation elements	Content
Progression of resource integration in the B2B service ecosystem	Different resource integration modes and different phases of the project network. Interaction of people with activities and with other people. Rules, norms, and values structuring the activities and interactions. Happening and not happening activities and interactions.
Working environment in the B2B service ecosystem	Look and use of the physical environment. Space allocation. Kind of behaviour the settings are designed for.
PSF actors	The number of PSF actors around and their roles. Relevant characteristics of the PSF actors.
Personal reflections	Researcher's thoughts, feelings, and reflections.

Participant observation data were collected at the offices of the project network on the client premises. As a participant observer, the author was able to move freely from office to office and from one PSF actor group to another PSF actor group. Since the author was a member of the project network, his presence and continual taking notes was not seen as strange or remarkable by the PSF actors.

After explaining the method of participant observation, the next section discusses the data from in-depth interviews.

3.3.3 In-depth interviews

In-depth, semi-structured interviews are used together with member-check group interviews as the core data source for this research "to obtain both retrospective and real-time accounts by those people experiencing the phenomenon of theoretical interest" (Dennis A. Gioia, Corley, & Hamilton, 2012, p. 19). In-depth interviews as a method within the hermeneutic spiral are depicted in Figure 35.
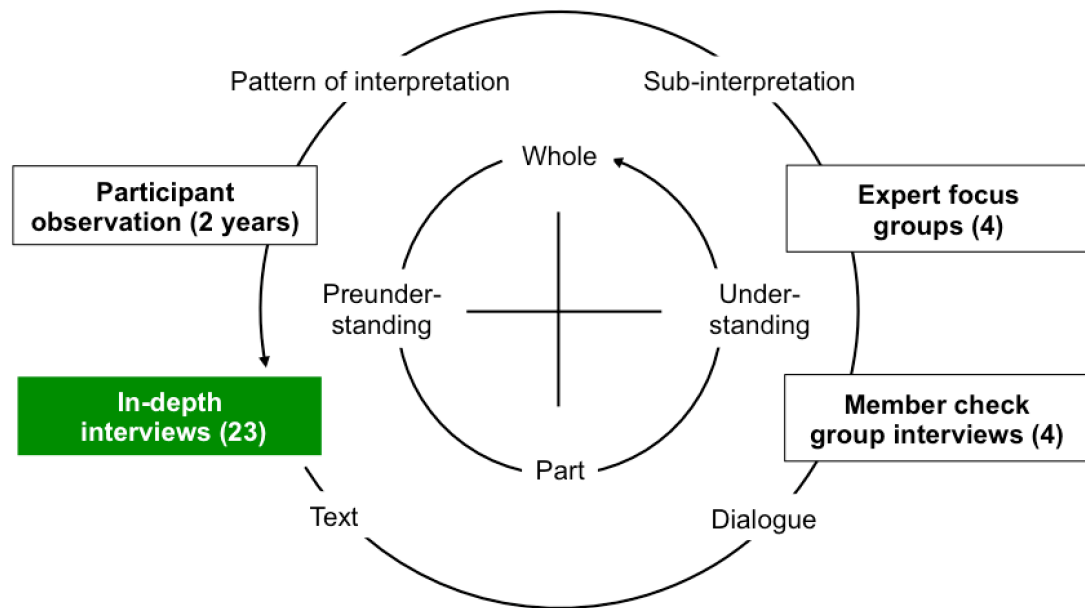
Figure 35   Hermeneutic spiral and in-depth interviews

'In-depth' refers to the conversational format of the interviews (Soss, 2013). According to Soss (2013, p. 176), "in-depth interviews are invaluable for recovering and analysing the agency of individuals". Semi-structured interviews provided the formality to analyse complex phenomena (Wengraf, 2001).

Altogether, 23 interviews were conducted in-person, representing the four studied PSF actor groups of the project network. No actor refused to be interviewed, all interviews were conducted in a friendly and open manner, and no interviewee declined to answer any question that was asked. All interviewees signed an informed consent agreement before the interview.

To increase the reliability of gathered data, the interviews were recorded and transcribed verbatim. Five informants preferred not to be recorded. In this case, detailed written notes were taken during the interviews. The duration of the interviews varied between 45 minutes and 1 hour 15 minutes, and on average, the interviews lasted 1 hour.

Following interpretive phenomenology, the interviews were treated as a social encounter in which knowledge is jointly co-created between the researcher and the participants (Vandermause & Fleming, 2011). According to Mulhall (2003), interviews are not only transporting knowledge, rather they are meaning-making

conversations. Thus, interviews are active in the sense that they are always interactional and constructive (Mulhall, 2003).

For the in-depth interviews, a general interview guide was used to frame the interviews. It included four topics of discussion as summarized in Table 20: (1) the interviewee's background in relation to the project network, (2) the interviewee's view of the course of the project network, (3) the interviewee's view of the dynamics of resources integration, and (4) the interviewee's assessment of the dynamics.

Table 20

Interview themes and their purpose for data collection and data analysis

Interview theme	Purpose of a) data collection and b) data analysis
1. Interviewee's background	a) To warm up the discussion and to make the interviewee comfortable with the interview situation. b) To provide the background information on interviewees and their organization.
2. Interviewee's view of the course of the project network	a) To lead interviewees to tell their story of the project network's key activities regarding resource integration during the course of the project. b) To analyse the different views on the project network's dynamics of resource integration.
3. Interviewee's view of the dynamics of resources integration.	a) To lead interviewees to describe the dynamics of resource integration modes. b) To analyse the dynamics of resources integration modes in relation to organizational identity.
4. Interviewee's assessment of the dynamics.	a) To lead interviewees to describe the dimensions of their PSF-specific organizational identities. b) To analyse the PSF-specific organizational identities.

After explaining the structure of the in-depth interviews, the next section discusses the data from member-check group interviews.

3.3.4 Member-check group interviews

The third data source for this study is group interviews as recommended by Benner (1994). Member-check group interviews as a method within the hermeneutic spiral are depicted in Figure 36.
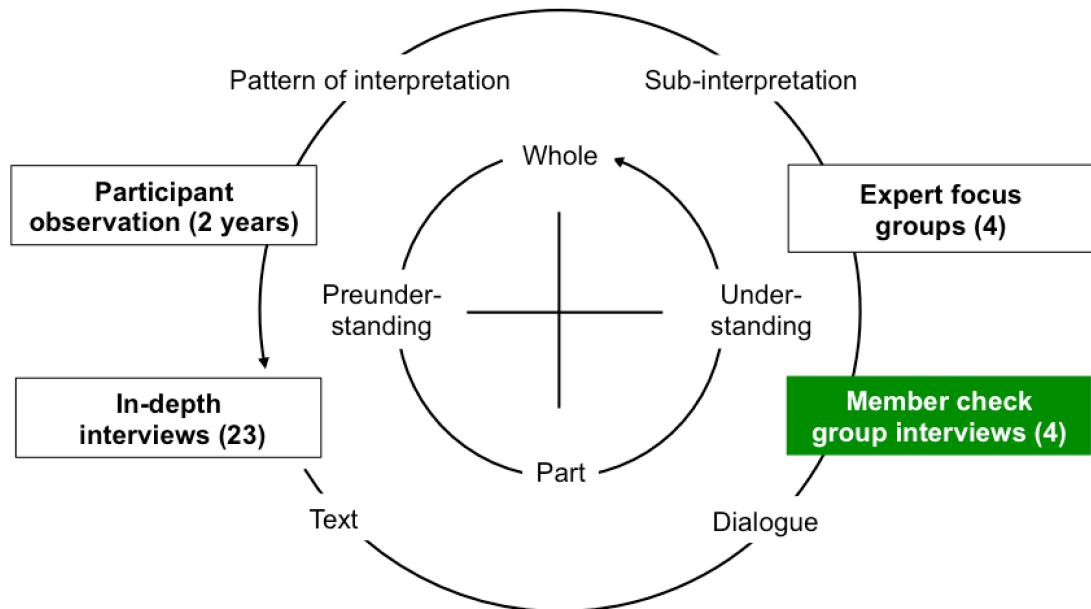
Figure 36   Hermeneutic spiral and member-check group interviews

As Bradbury-Jones, Irvine, and Sambrook (2010, p. 26) state, "participant feedback is a key feature of phenomenology". Spiegelberg (1975) argues that cooperative exploration is important as only the other alone has access to an enlarged range of the phenomena. In line with this view, Bradbury-Jones et al. (2010, p. 30) state, "that once themes have been identified by the researcher, they can become objects of reflection in follow-up hermeneutic conversations between the researcher and interviewee". In doing so, rich, new data can be yielded and interpretation of existing data can be checked (Bradbury-Jones et al., 2010).

The member-check group interviews have been used both to confirm interpretations from the in-depth interviews and also to generate new data. They are a member check and a data generation method on its own as recommended by several authors (Bradbury-Jones et al., 2010; Cho & Trent, 2006; Doyle, 2007; Koelsch, 2013). Thus, this data generation method has the feature of member

checks as well as of focus groups. The focus-group feature will be described in the next section regarding expert focus groups.

Member checking can be both a means for accuracy and a reflexive process (Cho & Trent, 2006). In the case of a reflexive process, the reflexivity is not restricted to the researcher but includes the participants as well (Koelsch, 2013).

The checking of data by member checks has traditionally been used to assess the accuracy of the researcher in representing the participant's subjectivity (Koelsch, 2013). Even though the member check is often seen as the optimal means to accurately understand the worldviews of participants, there are also problematic issues, e.g., participants missing the researcher's argument, participants being uncomfortable with providing interpretations, participants feeling discomfort and distance from their own words (Koelsch, 2013), especially when sharing interview transcripts without analysis (Forbat & Henderson, 2005).

Member checking is often done based on parts of or complete transcripts. Participants are asked to verify the accuracy of the narratives that they contributed during their interview (Carlson, 2010). However, Cresswell (2009) recommends using interpreted data such as themes and patterns emerging from the data rather than the original transcripts to mitigate possible issues of providing the transcripts discussed above. Following the approach of Cresswell (2009) interpreted data in the form of themes were used for the member check group interviews.

Doyle (2007) used the member check in focus group settings to discuss and enable agreement between the participants with the researcher. Following the approach of Doyle (2007), member checking in a group setting for each of the four different PSF actor groups were used, consisting of five steps: (1) case story per PSF actor group, (2) discussion of overall themes from the interviews, (4) discussion of conceptual framework, and (5) closure of member-check focus group process.

The format of the member-check focus groups is summarized in Table 21.

Table 21

Format of the member-check focus groups

Process step	Content
1. Case story per PSF actor group	A rich chronological case story of the dynamics of resource integration modes for each PSF actor group was written and presented to the group interview participants.
2. Confirmation/Modification of case story.	To validate the accuracy of the account and enhance the trustworthiness of the data; the PSF actor group was asked if they wanted to change or remove anything.
3. Discussion of overall themes from the interviews.	Each group was presented with a list of themes that had been developed from their interviews, and these were discussed and confirmed or modified by the participant. Participants were also encouraged to rephrase individual themes or alter or challenge interpretations made as they considered appropriate. To avoid the risk of participants recognizing one another's responses and hence confidentiality potentially being breached, no direct quotes were presented.
4. Discussion of the conceptual framework.	Each group was presented with the conceptual framework and the reasons why this concept was thought to be evident. This was to ensure that the emerging conceptual framework makes sense to those experiencing the phenomenon of interest.
5. Closure of member-check focus group process.	At the end of the discussion of the emerging conceptual framework, each participant was asked to give feedback on the study. Participants were thanked for their participation in the study.

After explaining the method of member-check focus groups, the next section discusses the data from expert focus groups.

3.3.5 Expert focus groups

Focus groups are a useful tool for exploratory studies (Brinkmann & Kvale, 2015). For this thesis, case-external expert focus groups were used to support understanding of the whole as discussed regarding the hermeneutic circle, depicted in Figure 37.
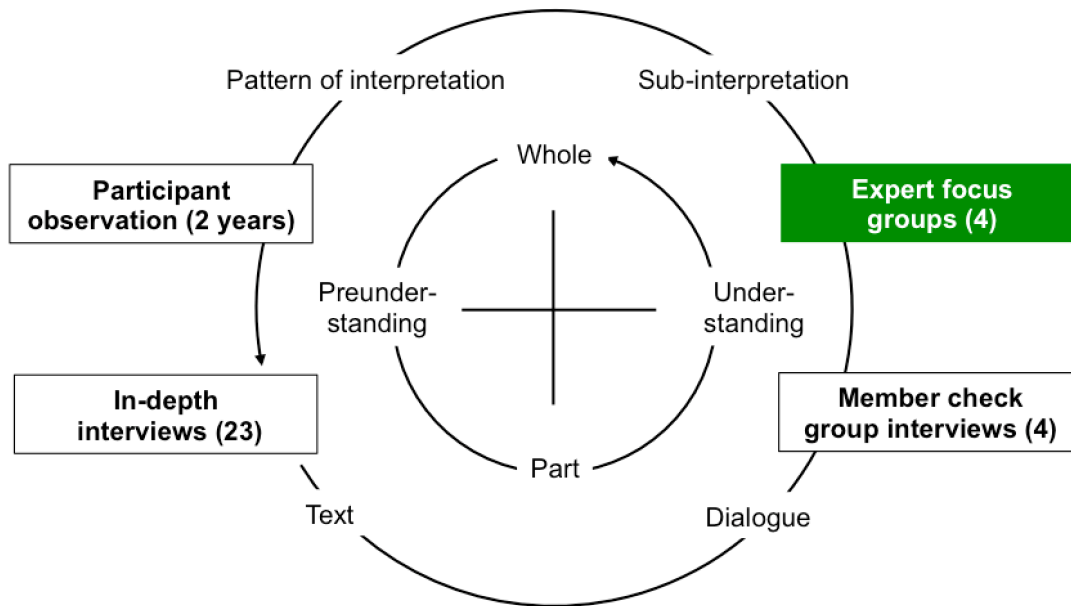
Figure 37   Hermeneutic spiral and expert focus groups

The case-external expert focus groups have been conducted with groups of PSF actors from the same industries as the PSF actor groups of the studied case. According to Finch, Lewis, and Turley (2014), focus groups differ from in-depth interviews as data is generated by the interaction between group participants. "Participants present their own views and experience, but they also hear from other people" (Finch et al., 2014, p. 212). Focus groups reflect the social constructions, normative influences, collective identities, and shared meanings (Finch et al., 2014).

Focus groups have some possible challenges, like creating space for everyone to contribute, group dynamics, addressing dominant participants drawing out reticent participants, avoiding simultaneous dialogues, and focusing on participants' personal views, pointing to the important role of the researcher as moderator in focus group settings (Finch et al., 2014).

The expert focus groups were conducted in five steps, following the approach of Finch et al. (2014): (1) scene-setting and ground rules, (2) individual introductions, (3) the opening topic, (4) discussion of identified organizational identities and themes regarding resource integration, and (5) ending the discussion.

The format of the expert focus groups is summarized in Table 22.

Table 22

Format of the expert focus groups

Process step	Content
1. Scene-setting and ground rules	Introducing the research purpose and the expert focus group objectives. Stressing of confidentiality and the voluntary nature of expert focus groups.
2. Individual introductions	Identifying the participants and ensuring that each has the opportunity to speak.
3. Opening topic	General discussion about organizational identity and resource integration for value co-creation and in B2B service ecosystems.
4. Discussion of the identified organizational identities and themes regarding resource integration modes for the different PSFs.	Discussion of the identified organizational identities and themes regarding resource integration modes for the different PSFs. This was to test whether the identified organizational identities and the themes make sense to case-external PSF actors.
5. Ending the discussion	At the end of the discussion, each participant was asked to give feedback on the study, especially regarding topics that have been left out. Participants were thanked for their participation in the study.

After explaining the methods of data collection, the next section discusses relevant issues of data collection for this thesis, the issue of retrospective reports and the issue of insider research.

3.3.6 Relevant issues of data collection

This thesis researches a temporal phenomenon, organizational identity, and resource integration for value co-creation in B2B service ecosystems, and the researcher is also working within the empirical context. Hence, the issue of retrospective reports by the informants and the issue of insider research is of relevance and will be discussed in the following.

Retrospective reports

Due to the temporality of the phenomenon of organizational identity and resource integration in B2B service ecosystems, some events are historic in the sense that the interviewees had to recall them. These retrospective reports "are accounts of facts, beliefs, activities and motives related to prior events" (Huber & Power, 1985, p. 171). Based on Golden (1992) who states errors in studies due to recall bias, some authors have taken extremely cautious positions to retrospective reports (Miller, Cardinal, & Glick, 1997). In an analysis of the data of Golden (1992), Miller et al. (1997) concluded that most of the error in the study was caused not by faulty retrospective thinking but by faulty statistical measures. They conclude, "that organizational researcher can continue to rely on retrospective reports" (Miller et al., 1997, p. 200) but underscore the need for taking measures for demonstrating reliability and validity. Huber and Power (1985) state four primary reasons that informants provide inaccurate or biased data:

- They are motivated to do so, due to a need for achievement, security, and social acceptance (e.g., believed career criticality, high commitment with their organization, the image of adherence to socially or organizationally desirable practices and norms, appearing knowledgeable or important).

- Their perceptual and cognitive limitations result in inadvertent errors (e.g. influenced by their implicit or espoused theories when reconstructing the past, hindsight bias (retrospectively seeing an event as having been inevitable), attribution bias (attributing outcomes to appealing but often inappropriate causes, e.g. describing a decision process as much more systematic and rational than it actually was)).

- They lack crucial information about the event of interest and the informants may use second-hand information and imagination to fill in information gaps.

- They have been questioned with an impropriate data elicitation procedure.

As the units of analysis in organizational research are so costly to access, and information sometimes must be obtained from a small group of informants or even a single informant, Huber and Power (1985) propose to interview more than one informant per organizational unit and to try to identify the 'most knowledgeable'. Following this advice, five to seven informants per PSF were interviewed for this thesis whereby all informants had a history within the project network of at least one year.

Insider research

Research from an insider position has several benefits, especially regarding access, which is the ability to get into the organization and to undertake research and to have access to the documentation, data, people, and meetings that are relevant for the research (Brannick & Coghlan, 2007).

However, there are also some challenges related to insider research. These challenges are potential biases and ethical issues.

One source of possible bias is pre-understanding. Pre-understanding refers to the researcher's knowledge, insights, and experience before the start of the research project (Gummesson, 2000), both from a theoretical perspective and from a life-experience perspective (Brannick & Coghlan, 2007). Pre-understanding can be beneficial, since it may help the researcher to obtain richer data because of his or her knowledge of jargon and of the organization's everyday life, informal structures, and critical events. Moreover, pre-understanding makes it easier for the researcher to see beyond rhetorical statements, to participate in discussions, or to observe discreetly without disturbing the participants (Brannick & Coghlan, 2007). However, the researcher may assume too much and probe issues less deeply. This is because the researcher may think that he or she already knows the answer, which may prevent him or her from seeking alternative solutions (Brannick & Coghlan, 2007). In research situations in which there is strong pre-understanding, Brannick and Coghlan (2007, p. 69) propose "rigorous introspection, integration, and reflection on experience to expose underlying assumptions and unreflected action to continuous testing".

In the hermeneutic circle, pre-understanding is an integral part of the research as interpretation alters between pre-understanding and understanding. Possible biases based on pre-understanding were thus mitigated by the hermeneutic research approach.

Another possible source of bias and ethical issues in insider research is related to role duality, which refers to the organizational and research roles held simultaneously by the researcher and the potential role and value conflicts that can arise. This issue includes not only the researcher but also those who are being researched (e.g. those who provide information in confidence). The

relationship that the researcher already has within the organization, which he or she studies, is likely to affect the data that he or she can gather (Brannick & Coghlan, 2007). This relationship with the organization may cause the researcher to become a supporter of the studied organization (Jorgensen, 1989). In this case, the researcher has what Jorgensen (1989, p. 62) calls, "gone native" or "become the phenomenon" as he or she identifies herself or himself fully with the actors, their theories and concepts, and risks to be unable to keep an analytical distance. To mitigate possible bias, the author of this thesis wrote monthly field note summaries, including personal reflections as explained above. The personal reflection covered three areas, the values, skills and experiences the author brings into the research, the progress of the research in terms of research methodologies, and on the experiences that the author had in collecting the data. A personal reflection of the researchers lived experience conducting this research will be given at the end of this thesis.

The duality of being a researcher and a member of the project network also has ethical issues which are present both during the research and after the research. "Insider researchers have to deal with the dilemma of writing a report of what they found and dealing with the aftermath with superiors and colleagues if they do, on one hand, and doctoring their report to keep their job on the other" (Brannick & Coghlan, 2007, p. 70).

Potential ethical issues in this study have been mitigated by the fact that the author of this thesis worked as a self-employed management consultant and that the author was at no time an employee of any of the studied PSFs. Therefore, no actor was a colleague, a superior, or a subordinate of the author of this thesis.

To summarize, Section 3.3 described the methods of data collection in applying the hermeneutic circle, participant observation, in-depth interviews, member-check group interviews, and case-external expert focus groups. In addition, relevant issues of data collection for this thesis, retrospective accounts, and insider research have been discussed.

After discussing the research methods of data collection, the next section describes the case selection and the selection of informants.

3.4   Case selection and informant selection

This section describes the case and informant selection. Section 3.4.1 explains the selection of the case. Section 3.4.2 describes the selection of PSFs, Section 3.4.3 explains the selection of informants for the in-depth interviews, and Section 3.4.4, the selection of PSFs from outside the case for the expert focus groups.

3.4.1   Selection of the case and empirical context

Selecting the case was guided by two concerns: conceptual suitability and open and flexible access to the case. The case is thus based on an information-oriented selection (as opposed to a random selection) (Flyvbjerg, 2006).

For the conceptual suitability, three requirements were formulated based on the conceptual framework and the literature discussed above.

First, the case should provide the opportunity to study organizational identity and resource integration for value co-creation of different actor groups in one B2B service ecosystem context. Second, for the actor groups, organizational identities should be of high relevance. Third, the resource integration modes should at least change one time.

The distinct B2B service ecosystem form of a project network meets the first requirement as it provides a difference of suppliers in one context as discussed above. The supplier type of PSFs meets the second requirement as organizational identity is considered to be of high relevance for the PSFs discussed above. The B2B service ecosystem meets the third requirement as the resource integration mode changed tree times.

The case requirements and the case characteristics are summarized in Table 23.

Table 23

Case requirements

Case requirements	Case characteristics
Provide the possibility to study organizational identity and resource integration for value co-creation of different actor groups in one B2B service ecosystem context.	Project network
Actor groups where organizational identities are of high relevance.	Project network of PSFs
The resource integration modes should at least change one time.	Three changes of resource integration mode
Access for the researcher	Open and flexible access to the case

The selected case met these requirements conceptually as well as regarding access. Access was ensured as the author of this thesis was working in this project network as described above.

The empirical case for this thesis was a project network implemented by an automotive original equipment manufacturer. The project's objective was the re-development of the IT infrastructure for all digital customer touch points and, in particular, the website for end-customers including all data bases and content management systems with a worldwide rollout in up to 50 countries.

After explaining the case selection, the next section describes the selection of PSFs.

3.4.2 Selection of PSFs

Selecting the PSFs was guided by two concerns: conceptual suitability and open and flexible access to different PSF actor groups.

The conceptual suitability is defined by the possibility to analyse differences and similarities within and between PSF actor groups. According to Alvesson et al. (2015), the differentiation of PSFs regarding organizational identity is in the three areas of the degree of the institutionalized profession, firm size, and access to status claims as discussed above.

The PSF requirements and the PSF characteristics are summarized in Table 24.

Table 24

PSF requirements

PSF requirements	PSF characteristics
Differentiation in degree of institutionalized profession	PSFs from an industry with a lower degree of institutionalized profession and PSFs from an industry with a higher degree of institutionalized profession.
Differentiation in firm size	Two smaller PSFs and two bigger PSFs.
Differentiation in access to status claims	Two PSFs with lower access to status claim and two PSFs with higher access to status claim.

Two of the PSFs studied are IT consulting and systems integrators, and two are Internet agencies. PSFs providing IT development services are often differentiated into operation providers ('run the business', i.e. maintenance and support) and IT consulting and systems integration ('change the business', i.e. development) (Lünendonk, 2014).

The PSF industry of IT consulting and systems integrators are considered by the author of this thesis to be of the higher degree of institutionalized profession compared to the PSF industry of Internet agencies, due to the more formal education and certification.

The relative access to status claim has been defined by the author of this thesis by (1) the relative length of the PSF-client relationship and (2) the relative leading role of the PSF within the project network.

PSF Iota (for confidentiality reasons, all company names and informant names are pseudonyms) is a German Internet agency with approx. 250 employees and part of a worldwide agency network. Its characteristics regarding organizational identity compared to the other PSFs is a low degree of institutionalized profession, big in firm size and high access to status claim. The high relative status is justified by the long PSF-client relationship and the leading role of PSF Iota within the project network regarding creative services.

PSF Gamma is German Internet agency with approx. 90 employees and part of a European agency network. Its characteristics regarding organizational identity

compared to the other PSFs is a low degree of institutionalized profession, small in firm size, and low access to status claim. The low relative status is justified by the short PSF-client relationship and the secondary role of PSF Gamma within the project network regarding creative services.

PSF Alpha is an IT consulting and systems integration company. Alpha is the German subsidiary of a worldwide operating company with approx. 1,000 employees in Germany. Its characteristics regarding organizational identity compared to the other PSFs is a high degree of institutionalized profession, a big firm size, and high access to status claim. The high relative status is justified by the long PSF-client relationship and the leading role of PSF Alpha within the project network regarding project network steering.

PSF Tau is a German IT consulting and systems integration company with approx. 200 employees. Its characteristics regarding organizational identity compared to the other PSFs is a high degree of institutionalized profession, small firm size, and low access to status claim. The low relative status is justified by the short PSF-client relationship and the secondary role of PSF Tau within the project network regarding creative services.

The characteristics of the selected PSFs are summarized in Table 25.

Table 25

Characteristics of selected PSFs

PSFs	Industry	Degree of institution-alized profession		Firm size		Access to status claim	
		High	Low	Bigger	Smaller	High	Low
PSF Alpha	IT consulting and systems integration	x		x		x	
PSF Tau	IT consulting and systems integration	x			x		x
PSF Iota	Internet agency		x	x		x	
PSF Gamma	Internet agency		x		x		x

Access to the PSFs was negotiated through professional contacts built up through this thesis's author's prior career in the IT consulting and Internet agency industry.

After explaining the selection of the PSFs, the next section discusses the selection of the informants.

3.4.3 Selection of informants for the in-depth interviews

This section explains the selection of informants, i.e. sampling. Sampling in qualitative research is different from quantitative research where the aim is to test pre-determined hypotheses and produce generalizable results, thus relying predominantly on random samples to generalize results to the population (Marshall, 1996). In qualitative research, random sampling is inappropriate as some informants are recognized to be 'richer' than others as they are more likely to provide insights and understanding (Marshall, 1996). Thus, sampling in qualitative research is regarded as purposeful since the informants are selected in order to provide rich data (Coyne, 1997; Marshall, 1996; Miles et al., 2014).

There are various examples of qualitative sampling, but the literature often distinguishes between selective/judgemental sampling and theoretical sampling (Coyne, 1997; Marshall, 1996). In theoretical sampling, samples are selected

based on theories from the emerging data (Marshall, 1996). In selective/judgemental sampling, "the researcher actively selects the most productive sample to answer the research question. (…) Variables that might influence an individual's contribution (…) will be based on the researcher's practical knowledge of the research area, the available literature and evidence from the study itself" (Marshall, 1996, p. 523).

This thesis used selective/judgemental sampling for selecting the informants of the different PSFs. In order to get rich data, an informant sample of each of the four PSFs was selected that met three criteria: (1) To get data regarding changing resource integration modes, the informants had to be involved in the project network for a considerable amount of time, at least for one year and had to be experienced at least one resource integration mode change. (2) To cover the different views of a PSF organization, the informants covered all hierarchical levels, from senior management to middle management/operational management to non-management staff level. (3) For Benner's interpretive phenomenology, the size of the sample is considered adequate when "new informants reveal no new findings and meanings from all previous narratives become redundant" (Crist & Tanner, 2003, p. 203). This was achieved for all four PSFs by interviewing five to seven informants. The selection criteria for the informants are summarized in Table 26.

Table 26

Informants requirements

Informants requirements	
Duration of project network involvement	• Involved in the project network for a considerable amount of time, at least one year. • Experienced at least one resource integration mode change.
PSF hierarchy	• Coverage of all hierarchical levels, from senior management to middle management/operational management to non-management staff level.

Based on this informant's requirements, 23 informants in total were selected for the in-depth interviews and were interviewed. The sample of informants is summarized in Table 27.

Table 27

Informants sample in-depth interviews

PSF informants – In-depth interviews	Hierarchy level			
	Senior Management	Middle Management	Staff	Total
PSF Alpha	1	2	3	6
PSF Tau	1	1	3	5
PSF Iota	1	3	3	7
PSF Gamma	1	2	2	5
Total	4	7	12	23

The interviewees' code names, their characteristics and the interview lengths are summarized in Table 28.

Table 28

Interviewees' code names, hierarchy level, role in the organization and interview lengths

PSF informants – Code names		Hierarchy level	Role in the organization	Interview length
PSF Iota	Iota 1	Staff	Art Director	1h., 3min.
	Iota 2	Middle Mgmt.	Creative Director	1h., 5min.
	Iota 3	Staff	Client Service Director	53min.
	Iota 4	Middle Mgmt.	Senior Client Service Director	55min.
	Iota 5	Middle Mgmt.	Creative Director	1h., 10min.
	Iota 6	Staff	Technical Project Manager	51min.
	Iota 7	Senior Mgmt.	Technical Manager	45min.
PSF Gamma	Gamma 1	Middle Mgmt.	Creative Director	1h., 2min.
	Gamma 2	Staff	Client Service Director	1h., 15min.
	Gamma 3	Staff	Art Director	59min.
	Gamma 4	Middle Mgmt.	Senior Client Service Director	1h., 2min.
	Gamma 5	Senior Mgmt.	Manager	45min.
PSF Alpha	Alpha 1	Staff	Project Manager	1h., 2min.
	Alpha 2	Middle Mgmt.	Vice President	1h., 3min.
	Alpha 3	Senior Mgmt.	Senior Vice President	45min.
	Alpha 4	Staff	Senior Consultant	1h., 15min.
	Alpha 5	Staff	Project Manager	1h., 2min.
	Alpha 6	Middle Mgmt.	Vice president	1h., 5min.
PSF Tau	Tau 1	Staff	Senior Consultant	1h., 5min.
	Tau 2	Staff	Consultant	1h., 8min.
	Tau 3	Middle Mgmt.	Managing Consultant	58min.
	Tau 4	Senior Mgmt.	Vice President	44min.
	Tau 5	Staff	Project Manager	1h., 12min.
		Total		*23h., 4min.*

After analysing the in-depth interviews, group interviews for member checks and data gathering were conducted for each PSF actor group as discussed above. The sample of informants for these member-check group interviews and the interview lengths are summarized in Table 29. The sample consisted of the participants of the in-depth interviews. 18 out of the 23 interviews participated in the member-check focus group interviews. Five interviewees from the in-depth interviews could not participate in the member-check focus group interviews due to timing issues like a holiday or business trip.

Table 29

Informants sample group interviews and interview lengths

PSF informants – Group interviews	Hierarchy level			Total	Interview length
	Senior Management	Middle Management	Staff		
PSF Alpha	1	2	2	5	1h., 25min.
PSF Tau	1	1	2	4	1h., 5min.
PSF Iota	1	2	1	4	1h., 28min.
PSF Gamma	1	2	2	5	1h., 19min.
Total	*4*	*7*	*7*	*18*	*5h., 17min.*

The findings of this research were discussed with other PSF actors outside the case as part of the hermeneutic circle as discussed above. The selection of these expert focus groups will be explained in the next section.

3.4.4 Selection of PSF actors for expert focus groups

Regarding sampling the case-external PSF actors, the PSFs had to meet three sampling criteria for the expert focus groups. First, the PSFs had to be from the same industry (IT consulting and systems integration or Internet agency). Second, the participants should cover all hierarchy levels. Third, there should be one relatively small and one relatively big PSF per industry.

For the case-external expert focus groups, four PSFs have been selected, two PSFs out of the two PSF industries each, IT consulting and systems integration

and Internet agency. Two PSFs are relatively large, and two PSFs are relatively small.

PSF IT Consulting and Systems Integration 1 is a boutique management consultancy with a focus on change processes. It employs 20 senior consultants at two locations in Germany.

PSF IT Consulting and Systems Integration 2 is a worldwide management consultancy with a focus on IT. It employs more than 10,000 people in central Europe.

PSF Internet Agency 1 is German Internet agency with more than 100 employees.

PSF Internet Agency 2 is a German full-service agency with more than 1,000 employees across Europe.

The selected PSFs for the expert focus groups are summarized in Table 30.

Table 30

Informants sample expert focus groups

PSF informants – Expert interviews	Firm size	Hierarchy level			Total	Interview length
		Senior Mgmt.	Middle Mgmt.	Staff		
PSF IT consulting and systems integration 1	Small	2	1	1	4	55min.
PSF IT consulting and systems integration 2	Big	2	3	2	7	1h., 10min.
PSF Internet agency 1	Small	1	4	6	11	1h., 5min.
PSF Internet agency 2	Big	3	2	2	7	1h.
Total		8	10	11	29	4h., 12min.

To summarize Section 3.4, the selection of the case has been explained, as well as the selection of the PSFs, the informants for the in-depth interviews, and the selection of PSFs from outside the case for the expert focus groups.

After explaining the case selection and the selection of informants, the next section describes the data analysis.

3.5   Data analysis

This section describes the data analysis. Section 3.5.1 discusses relevant data analysis issues, the challenges with bilingual data, and the use of computer-assisted qualitative data analysis software (CAQDAS). Section 3.5.2 explains the thematic analysis which was used to analyse the data, and Section 3.5.3 describes the process of coding and identification of themes. The next section elaborates on relevant issues of data analysis in this thesis.

3.5.1   Relevant issues of data analysis

This section discusses two relevant issues of the data analysis, namely, bilingual data and the use computer-assisted qualitative data analysis software (CAQDAS).

Bilingual data

The source data for this thesis was collected in German and was translated into English. According to Regmi, Naidoo, and Pilkington (2010), there are some challenges with bilingual data regarding translation and transliteration that has to be addressed by the researcher. For Regmi et al. (2010, p. 17) citing Crystal (1991), translation is the process where "the meaning and expression in one language (source) is tuned with the meaning of another (target) whether the medium is spoken, written or signed". This converting of field text to research text in another language tries to obtain equivalence in meanings and interpretations; first, in the sense that meanings are similar after translation (semantic equivalence) and second, that constructs hold similar meanings and relevance in two languages (content equivalence) (Regmi et al., 2010).

In addition to translation, there is also a process of transliteration in using different source languages and then the target language. Transliteration is "defined as a process of replacing or complementing the words or meanings of one language with meanings of another as sometimes the exact equivalence or exact meaning might not exist" (Regmi et al., 2010, p. 18). Important in this process of transliteration is "an unavoidable loss of meaning that occurs in everyday language" (ibid.). Or as Halai (2007, p. 351f.) puts it: "Language is context based;

some words carry a world of meaning within them and cannot be easily conveyed in another language and to another culture."

As recommended by Regmi et al. (2010), for resource reasons, this thesis used translation not for the complete body of transcripts but for all the quotes and key messages. Thus, all quotes and key messages have been translated into English. Regarding transliteration, those words or phrases defying translation have been used intact in the text with the closest meaning given in brackets (Halai, 2007).

The use of CAQDAS

The use of computer-assisted qualitative data analysis software (CAQDAS) has advantages and limitations. In summarizing the concerns about CAQDAS, Spencer, Ritchie, William, and Barnard (2014) and John and Johnson (2000) state that CAQDAS may encourage researchers to take shortcuts and present a distraction from the real work of analysis. The advantages of using CAQDAS, on the other hand, include being freed from manual and clerical tasks, saving time, having increased flexibility, having improved validity and auditability of qualitative research, adding rigour to analysis, thus contributing to the validity of a study (John & Johnson, 2000; Spencer et al., 2014).

Considering both its advantages and limitations, the author of this thesis concluded to make use of CAQDAS for this thesis in order to provide greater rigour and transparency for the qualitative analysis. MAXQDA 12 was utilized to assist coding, data retrieval, and data analysis.

After discussing relevant issues of data analysis, the next section describes thematic analysis as the approach taken for analysing the data.

3.5.2 Thematic analysis

As stated by Benner (1994), the goal of interpretive phenomenology is not to uncover private idiosyncratic events or understandings but commonalities and differences in participants' everyday understanding of behaviour. To do so, Benner (1994) advocates a thematic analysis of the texts collected by interviews and observation.

Thematic analysis is the systematic working through text and identifying topics that are progressively integrated into higher-order key themes. It is a widely used approach that is not tied to any particular discipline or theoretical construct (Spencer et al., 2014). This is in line with Riessman (2008, p. 74) who states that thematic analysis "can generate case studies of individuals and groups" and that the "theorizing across a number of cases by identifying common thematic elements across research participant, the events they report, and the actions they take is an established tradition with a long history in qualitative inquiry".

In the thematic analysis, the data is decontextualized into small units, or what Brinkmann and Kvale (2015) call meaning condensation, the compression of long statements into briefer statements in which the meaning is rephrased in a few words. After this decontextualization, it is important to re-contextualize the statements through interpretation within a broader frame of reference in order to understand the meaning (Brinkmann & Kvale, 2015).

The process of Benner's interpretive phenomenology has been detailed by Crist and Tanner (2003). They provide a five-phase approach but point out that as interpretive phenomenology is not linear, the procedures may overlap. After defining the focus and lines of inquiry (Phase 1), the main objectives are to identify central concerns, important themes, or meanings of the informants, and to watch for emerging exemplars and paradigm cases (Phase 2). Exemplars are defined by Crist and Tanner (2003, p. 204) as "salient excerpts that characterize specific common themes or meanings across informants". Paradigm cases are "vibrant stories that are particularly compelling" (ibid.). In the third phase, the data is observed for shared meanings across the informants (Crist & Tanner, 2003). The process is completed by developing final interpretations (Phase 4) and dissemination of the interpretation (Phase 5).

This interpretive process provided by Crist and Tanner (2003) is depicted in Figure 38.
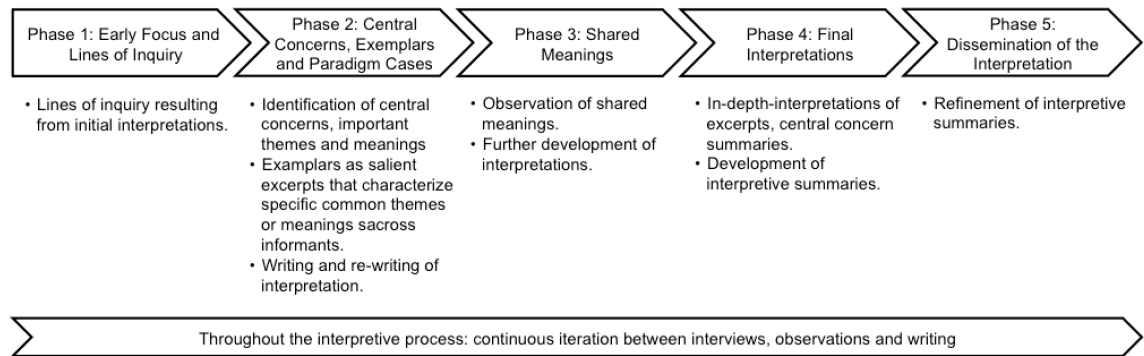
Figure 38   Interpretive phenomenology process (Crist & Tanner, 2003)

After describing the thematic analysis used for this thesis, the next section explains the coding and the identification of themes.

3.5.3   Coding and identification of themes

Data in the thematic analysis are meanings identified in text segments, a perception of a pattern (Boyatzis, 1998). A theme answers the question 'what is this expression an example of?' (Ryan & Bernard, 2003).

As a processing technique, this thesis used what Ryan and Bernard (2003, p. 94) call "cutting and sorting", "identifying quotes or expressions that seem somehow important and then arrange the quotes/expressions into piles of things that go together". This technique is often called coding (Miles et al., 2014). Codes organize data into meaningful units but are not yet the units of analysis, which are the themes (Braun & Clarke, 2006).

The coding process for this thesis was a combined data-driven and concept-driven approach, which is the typical approach in qualitative analysis (Schreier, 2012). A data-driven coding was used for the actors' experiences of resource integration, and a concept-driven approach was used for the actors' organizational identities. Data-driven means that coding is based on data that is not theoretical a priori determined; thus, categories are created based on the data (Schreier, 2012). The data-driven approach for the experience of resource integration was taken since data-driven coding provides a richer description of the overall data as it is not concerned with just some aspects of the data (Braun & Clarke, 2006).

For describing the organizational identities of the actors, the coding was concept-driven in the sense that codes are generated based on previous knowledge (Boyatzis, 1998; Braun & Clarke, 2006; Schreier, 2012).

The concept-driven approach for the organizational identities was taken as the components of organizational identity have been determined by the review of the organizational identity literature discussed earlier, "who we are", "what we do", and "how we do it/don't do it".

The applied coding strategy for this thesis is summarized in Table 31.

Table 31

Mixed concept-driven and data-driven coding strategy

Topic	Coding strategy	Reason for chosen coding strategy
Resource integration experience	Data-driven	Provides a richer description of the overall data.
Organizational identity	Concept-driven	Components of organizational identity have been determined by the literature review of the organizational identity.

Braun and Clarke (2006) advise using original data (e.g., original metaphors, expressions) for naming the codes in order not to lose the context of the coded data. Thus, the names of the identified themes presented in the findings chapter below include both the original expression as well as an interpretation by the author of this thesis.

To summarize Section 3.5, relevant data analysis issues, the challenges with bilingual data, and the use of computer-assisted qualitative data analysis software (CAQDAS) have been discussed. Also, the use of thematic analysis for analysing the data and the strategy for coding and identification of themes have been justified and explained.

To sum up, this research methodology chapter described and justified the choices made regarding the thesis's empirical research. It explained the relativist ontology and the interpretivist/moderate social constructivist epistemology of this thesis. This chapter explained the chosen research design combining interpretive

phenomenology with a qualitative case study. This chapter described the chosen methods of data collection, participant observation, in-depth interviews, member-check focus groups, and expert focus groups. Thereafter, the case selection and informant selection have been explained. The chapter described the relevant issues of data analysis and thematic analysis for data analysis in following Benner's interpretive phenomenology.

After explaining the research methodology in this thesis, the next chapter presents the findings of the thesis.

4   Findings

This thesis applied a qualitative case study methodology in conjunction with interpretive phenomenology using a hermeneutic circle to interpret the lived experience of actors with different organizational identities who have experienced resource integration within a B2B service ecosystem. This chapter presents the findings of the analysis of the data. Section 4.1 presents the analysis of the participant observation. Section 4.2 presents the lived experience of each PSF actor group. Section 4.3 presents the findings of the case-external expert focus groups.

4.1   Participant observation

Participant observation used in the hermeneutic circle of this thesis is concerned with a pre-understanding of the whole as depicted in Figure 35 in Section 3.3.2. The findings of the participant observation are structured in the format of the observation elements presented in Table 19 in Section 3.3.2: (1) progression of resource integration modes within the B2B service ecosystem, (2) working environment in the B2B service ecosystem, (3) PSF actors, and (4) researcher's reflections.

4.1.1   Progression of resource integration modes within the B2B service ecosystem

This section describes the progression of resource integration modes within the B2B service ecosystem. During the course of the project network, the client changed the resource integration modes, the policies, and rules for the resource integration, representing regulative institutional elements, three times. The changes happened rather unexpectedly for the involved PSFs with short notice. But the reason for the changes was openly explained by the client.

According to the different resource integration modes the project network can be divided into different phases: resource integration mode 1 – separated (phase 1), resource integration mode 2 – mixed (phase 2), resource integration mode 3 – client-led (phase 3), and resource integration mode 1 – separated again (phase 4).

Phase 1: RIM1 - separated

At the start of the project network, the strategic goal for the client was to develop a solution outline for the intended complete relaunch of the digital end customer touch points.

In this phase, resource integration was carried out by dividing up tasks between the individual PSFs. This resource integration mode within the project network will be termed 'RIM1 – separated' in the following. In this resource integration mode, the PSFs are briefed individually, and the PSFs in question are responsible for implementing the tasks. They create their work outputs separately from each

other, and under their own steam. The client brings together the separate partial outputs. The PSF actors work at the PSF. Coordination with the client and other PSFs is being done via written documents. The different PSFs communicate in this resource integration mode with other PSFs and the client via email and phone. Senior employees occasionally meet with other PSFs and the client at the client to discuss project issues and project success.

The regulative institutional elements of RIM1 – separated are summarized in Table 32.

Table 32

Regulative institutional elements of RIM1 - separated

Regulative institutional elements RIM1	
Elements	**Content**
Responsibility for work output and quality	• Each PSF is responsible individually for its own work packages. • The client brings together the separate partial outputs.
Working interfaces with client and other PSFs	• Coordination with the client and other PSFs via written documents. • Communication via email, phone and occasionally via meetings of senior employees.
Workplace	• The PSF actors work at the PSF.

After one year, the client changed the resource integration mode.

Phase 2: RIM2 - mixed

In the second phase, the resource integration mode was switched over by the client to an agile way of working using the Scrum method (Dingsøyr, Nerur, Balijepally, & Moe, 2012; Schwaber, 1995; Sutherland, 2012). The reason for this change was the dissatisfaction of the client with the project's progress in developing a feasible solution outline. The focus in this phase was very much on time rather than on budget.

This resource integration mode within the project network will be termed 'RIM2 – mixed' in the following. Here, all PSFs are obliged to be on the client's premises, at the project location, with their project colleagues, and work in mixed teams with other PSFs. The responsibility for the work outputs of the mixed teams remains with the PSFs, but different to the resource integration mode RIM1 – separated, the PSFs are jointly responsible for the work output and its quality.

The regulative institutional elements of RIM2 – mixed are summarized in Table 33.

Table 33

Regulative institutional elements of RIM2 - mixed

Regulative institutional elements RIM2	
Elements	**Content**
Responsibility for work output and quality	• The PSFs are jointly responsible for all work packages.
Working interfaces with client and other PSFs	• Coordination and communication with the client and other PSFs in mixed teams.
Workplace	• The PSF actors work at the client.

After one more year, the client changed the resource integration mode.

Phase 3: RIM3 – client-led

In the third phase of the project network, the client took over the leadership of the mixed teams. The reason for this change was the changing strategic target of the project network. After having developed a pilot solution outline in the previous phase, the focus in this phase was very much on an efficient rollout of the developed solution into several countries. Now, the PSFs essentially provide a certain number of employees of a certain level of seniority at the request of their colleagues at the client (e.g., x front-end developers, y of which are senior level). This resource integration within the project network will be termed 'RIM3 – client-led' in the following.

The regulative institutional elements of RIM3 – client-led are summarized in Table 34.

Table 34

Regulative institutional elements of RIM3 – client-led

Regulative institutional elements RIM3	
Elements	**Content**
Responsibility for work output and quality	• The PSFs are providing skills and the client is responsible for all work packages.
Working interfaces with client and other PSFs	• Coordination and communication with the client and other PSFs in mixed teams.
Workplace	• The PSF actors work at the client.

After another year, the customer switched back to a separated teams approach of resource integration type 'RIM1 – separated'.

Phase 4: RIM1 - separated

This last change was based on directives from the client's legal group department. Due to considerations based on labour leasing laws, the legal department instructed all project networks of the client to separate all PSF actor groups from each other and to dissolve mixed teams in order to prevent possible recruitment claims.

The progression of resource integration modes in the project network is shown in Figure 39.
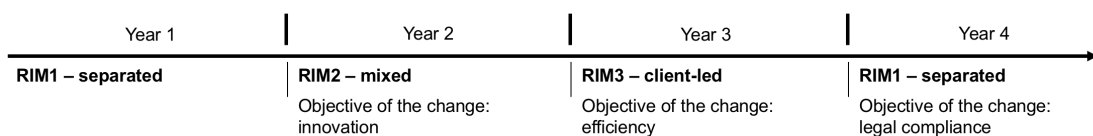
Figure 39   The progression of resource integration within the project network

To summarize, the resource integration modes within the B2B service ecosystem changed yearly and altogether three times, from separated, to mixed, to client-led, and to separated again. Two of the three changes were based on strategic considerations of the client on the project network level, speed up solution outline development, and increase the efficiency of roll out. The third change was based on legal considerations of the client on a corporate level, affecting the project

network. The changes of the resource integration modes led to changing regulative institutional elements in the B2B service ecosystem summarized in Tables 31-33 above.

After describing the progression of resource integration modes, the next section describes the working environment in the B2B service ecosystem.

4.1.2 Working environment in the B2B service ecosystem

This section describes the working environment of the B2B service ecosystem. Every change of resource integration mode was also marked by the movement of the project to a different project site. The individual project sites were very different from each other.

The project network starts with an 'RIM1 – separated' resource integration mode which takes place in the client's offices. This office building is dedicated to IT-related projects, has space for approx. 1,000 employees, in open-plan offices, spread across three floors. When the PSF actors are on-site, they are provided with separate rooms for this period. Other project networks are also housed within the building. Its appearance is cool and very modern. It is dominated by clean lines of glass, steel, and concrete. The facilities like meeting rooms, cafeteria, and parking garage are up to date.

For the 'RIM2 – mixed' mode of resource integration, the project network moves into an external office building which is rented. The rooms are very sparsely furnished, and their factory-esque atmosphere sets them apart in stark contrast to the modern office building of the 'RIM1 – separated' phase of resource integration. Only employees within the project network work here; there are no other project networks. The offices are medium-sized, they are not open-plan, but they are not individual offices either. The PSFs work on-site in mixed teams in shared offices. As usual in agile project processes, the walls are used for project maps, known as task boards, which are created from masking tape and post-it notes by the individual teams, who also keep them up-to-date. The overall impression is a start-up like, work in progress, factory-style, shabby chic. The actors in the project network sit very close to each other. The offices do not have modern facilities. There is no air conditioning, meaning that the offices get very

warm in summer. There is no cafeteria, and some meetings rooms have no windows.

At the beginning of resource integration mode 'RIM3 – client-led', the project network moves to another rented office building. The furnishings here are rather conventional: neither high-tech nor factory-esque. Rather, it is a very average office building built in the early 2000s. Other project networks work here, too; so too do employees from other companies. The facilities are rather past their best. The offices are medium-sized, and as before, the PSFs work on-site in mixed teams.

For the second phase of the 'RIM1 – separated' resource integration mode, the project network stays in the office building. In terms of space, this phase is different because the PSFs have to work in separate offices and do not need to be on site on a permanent basis anymore. This means that the offices are often empty because the PSFs only travel in for meetings on particular days.

To summarize, the working environment of the B2B service ecosystem changed in parallel with the resource integration modes altogether two times, from modern-corporate high tech to start-up-shabby-chic, then to common offices.

After describing the working environment of the B2B service ecosystem and its changes, the next section describes the PSF actors in the B2B service ecosystem.

4.1.3   PSF actors

This section describes the PSF actors observed in the B2B service ecosystem. In the first resource integration mode 'RIM1 – separated', the PSF actors were only temporarily on site for meetings with the client. Thus, only a delegation from the PSFs of one to five actors met occasionally with the client actors. These actors were of the senior level in the PSFs. This changed significantly with the 'RIM2 – mixed' mode and continued with the 'RIM3 – client-led' mode. Over 200 actors from different PSFs now populated the project site. The PSF actors were from all hierarchy levels; in fact, the majority were junior and intermediate level PSF actors. As the PSF actors worked in mixed teams, it was not immediately obvious from which PSF the actor came or if he or she was from the client

organization. This changed significantly when the resource integration was switched back to the 'RIM1 – separated' mode. Now, different offices were allocated to the different PSFs. As the PSF were no longer obliged to be on site, these offices were often empty and lifeless.

Of the four researched PSFs, only PSF Iota and PSF Alpha started in the first 'RIM1 – separated' resource integration phase. Both PSFs were selected in a preceding pitch process. The tasks of PSF Iota comprised the conception and development of the frontend, including the development of website content. PSF Alpha's tasks comprised all IT-related concepts and developments. PSF Gamma and PSF Tau entered the project network beginning with the transition to the 'RIM2 – mixed' resource integration mode. The tasks of PSF Gamma are similar to PSF Iota. It was chosen to increase the availability of agency resources. The tasks of PSF Tau are similar to PSF Alpha. The firm was chosen to increase the availability of IT resources. PSF Iota left the project network at the end of the 'RIM3 – client-led' resource integration phase since the client did not extend the contract.

The duration of participation of the PSFs in the project network is depicted in Figure 41.
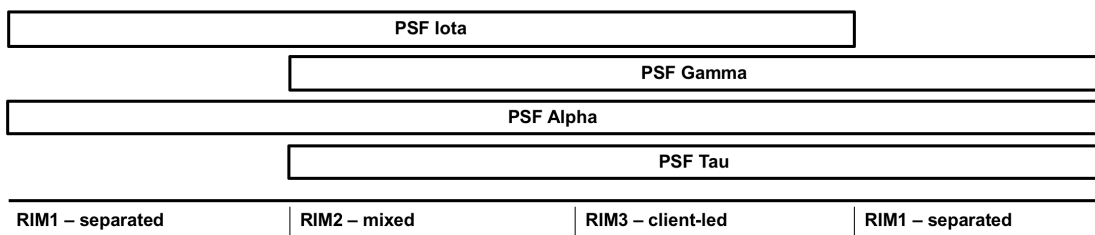
Figure 40 Participation of PSFs in the project network

After describing the observed PSF actors, the next section will explain the personal reflections of the researcher during the observation.

4.1.4 Researcher's reflections

This section describes the researcher's reflections on observing the participants. These personal reflections involve (a) the importance of organizational identity and (b) the notion of unsuited habitats for the Internet agency PSFs.

The most prominent reflection was about the obvious actors' importance of their organizational identity. In the 'RIM2 – mixed' and 'RIM3 – client-led' resource integration mode phases the PSF actors worked very closely together with actors from other PSFs and the client organization. Even though one could see that over time a group identity emerged there was still a notion of PSF-related organizational identity. This was strikingly obvious in the coffee kitchens of the project site. Someday one of the PSFs started to provide branded coffee mugs. And all of a sudden, all PSFs provided coffee mugs. It was a bit like an 'arms race of coffee mugs'. Also, one PSF provided branded sitting balls. This led to a pressure on the other PSFs to also provide branded office supplies. For instance, one PSF provided branded mini fridges. So even though the teams were mixed between the different PSFs there was still a need to show the belonging to one's PSF and to react to the branding efforts of other PSFs. Besides this' branding war', one could see that the PSF actors worked very well with each other on a daily basis. There was, in general, a very fair and friendly atmosphere, even in times of stress and long working hours. There was also no malicious gossip between the different PSFs and no signs of open conflict even when they had various opinions. However, an 'us' most of the times meant the PSF and not the mixed team. Quite often PSF actors explained things in relation to their PSF organizational identity like 'actually, we as PSF think/do/act like this/not like this'. Hence, their organizational identity was an important issue for the PSF actors throughout all project network phases and all resource integration modes.

Another reflection that was dominant throughout the observation is a difference between the PSF actors in coping with the new resource integration modes. It was quite obvious that the Internet agency PSFs had more problems to work in an 'RIM2 – mixed' and 'RIM3 – client-led' resource integration mode. One could see that these PSF actors were more stressed than the actors of the IT consulting and systems integration PSFs Alpha and Tau. The feeling was that the Internet agency PSFs were more alien to working on-site with the client and together with

other PSFs in mixed teams. The habitus of the IT consulting and systems integration PSF actors was comparably more confident and natural. In contrast, regarding the Internet agency PSF actors, there was always a slight feeling of them being in the wrong habitat. These feelings were in contrast to the agency-like, shabby-chic working environment of the 'RIM2 – mixed' resource integration mode. So even though one might have assumed that these working environments were made for Internet agency PSF actors there was still a slight feeling of an incompatibility. On the contrary, the PSF IT consulting and systems integration PSF actors seemed not to dislike the agency-like, shabby-chic working environment.

Summing up the findings of the participant observation, resource integration modes within the B2B service ecosystem changed yearly and altogether three times, from separated, to mixed, to client-led and to separated again, leading to different regulative institutional elements within the B2B service ecosystem. Also, the working environment of the B2B service ecosystem changed in parallel with the resource integration modes, altogether two times, from modern-corporate high tech to start-up-shabby-chic and then to common offices. The number of PSF actors around changed significantly in relation to the resource integration mode. From only senior delegations in the separated resource integration mode phases and full teams of all hierarchy levels in the mixed and client-led resource integration mode phases. Throughout the course of the B2B service ecosystem, there was a high importance of organizational identity for all PSF actor groups. Regarding the Internet agency PSF actors, there was an impression of an unsuited habitat in the mixed and client-led resource integration modes.

The findings of the participant observation are summarized in Table 35

Table 35

Findings of the participant observation

Observation elements	Content
Progression of resource integration modes in the B2B service ecosystem	• Resource integration modes within the B2B service ecosystem changed yearly and altogether three times, from separated, to mixed, to client-led and to separated again, leading to different regulative institutional elements within the B2B service ecosystem.
Working environment in the B2B service ecosystem	• The working environment of the B2B service ecosystem changed in parallel with the resource integration modes, altogether two times, from modern-corporate high tech to start-up-shabby-chic and then to common offices.
PSF actors	• The number of PSF actors around changed significantly in relation to the resource integration mode: only senior delegations in the separated phase and full teams of all hierarchy levels in the mixed and client-led resource integration phases.
Personal reflections	• High importance of organizational identity for all PSF actor groups. • The Internet agency PSFs had more problems working in a mixed and client-led resource integration mode compared to the IT consulting and systems integration PSFs.

The participant observation informed about the in-depth interviews and member-check group interviews with the PSF actors, providing access to the lived experience of the PSF actors. The next section presents the findings regarding the lived experience of resource integration from the perspective of the PSF actors who experienced resource integration for value co-creation in the B2B service ecosystem.

4.2   Actors' lived experience

The findings regarding the lived experience of the PSF actors is based on the in-depth interviews and member-check group interviews. In the hermeneutic circle used for this thesis, these methods provide a pre-understanding and understanding of the parts.

The findings of the lived experiences of the PSF actors will be presented for each PSF actor group, starting with the Internet agency PSF Iota. The lived experience will be structured in four subsections: (1) actors' organizational identity, (2) actors' lived experience of different resource integration modes, and (3) actors' lived experience of progression of resource integration modes and institutional (mis)alignment.

4.2.1   PSF Iota

'PSF Iota' is an Internet agency PSF with a history of more than 20 years. The client and PSF Iota are based in different cities. In the 'RIM1 – separated' resource integration mode phase, decisions are made on the telephone, via email, or in meetings at the client's site to which selected PSF actors travel.

The project network is preceded by a long relationship between the client and PSF Iota. All of the PSF actors had known the client for several years. Before the project network began, discussions took place, stretching over several months. PSF Iota was able to decide on the content and visuals for itself. However, PSF Iota's contract was not extended, and thus, PSF Iota left the project network at the end of the 'RIM3 – client-led' resource integration mode phase. The reason for this is that from the client's perspective, PSF Iota's performance decreased substantially from the 'RIM1 – separated' mode phase to the 'RIM2 – mixed' and 'RIM3 – client-led'. PSF Iota's tasks were taken over by PSF Gamma, who started in the project network during the 'RIM2 – mixed' resource integration mode phase and worked in parallel with PSF Iota until PSF Iota left at the end of the 'RIM3 – client-led' mode phase.

The seven PSF Iota actors interviewed came from the fields of design, visuals, and technology as well as project management. Iota1 is an art director in his late 20s with an emphasis on design and user experience. Iota2 is a creative director

in his late 30s with an emphasis on design and user experience. Iota3 and Iota4 are client service directors in their mid-30s with an emphasis on project management. Iota5 is a creative director in his mid-30s with an emphasis on visual design. Iota6 is a technical project manager in her mid-30s. Iota7 is a technical manager in his mid-40s. With the exception of Iota6, all participants are male. All Iota participants have a university degree; they are not lateral entrants to their professions. All the participants have spent their entire professional careers in agencies. Except for Iota4 and Iota7, they have all spent their entire professional career at PSF Iota. The next section will describe the themes identified for the organizational identity of PSF Iota.

4.2.1.1 Organizational identity

The themes identified for the organizational identity are structured into the three categories of (1) "Who we are", (2) "What we do", and (3) "How we do it/don't do it".

The theme identified for 'Who we are' is, "We feel like artists" (artists). The theme identified for 'What we do' is "We want it to look cool" (product focus).

The themes identified for 'How we do it/don't do it' are "emotional connection to the project" (emotional attachment), "If you don't give a damn about it, you'll never get it right" (rejection of a mercenary mentality), "Bend and stretch things and they'll fit somehow" (rejection of a process-oriented approach)", "Incompetence, incompetence" (rejection of collaboration with or excessive proximity to creative non-competent PSFs and the client), "We felt like we'd all been blessed a little bit" (in a leading role), and "Work in a field they're not familiar with" (working at the agency).

Theme "We feel like artists" (artists)

The organizational identity of the PSF Iota actors is that of an artist.

> For the artists, as we are. And there, I think, is the main difference from IT, we just feel a bit like artists, designers, that kind of thing. (Iota group, 180)

Theme "We want it to look cool" (product focus)

Everything that makes the product better in terms of features is experienced positively.

> We all want it to look cool, in some way. We are [Iota] here. We want it to be a cool front-end. (Iota3, 74)

Adding something to the product is always better, reducing its content is seen as a defeat.

> From the agency's point of view, where we're keen to create a great product for every client, the last releases didn't really bring anything visible. Things have already improved somewhat, but it's not the big leaps that you might want as a creative when you've been involved in a project for a year or two. (Iota3, 46)

> And the updates that came weren't wow, we've really done something, but: we've just deleted something else. (Iota1, 71)

Theme "Emotional connection to the project" (emotional attachment)

The emotional attachment to the project they work on is experienced to be very intense and important.

> And then it just became really key because for a project like this, in my view, you need a few people who have, I'll call it, an emotional connection to a project like this. (Iota1, 81)

> The people who had had a significant impact on the development of the project, let me say, who had driven it forward with an ideological value and had somehow created an emotional connection to it. (Iota1, 189)

Theme "If you don't give a damn about it, you'll never get it right" (rejection of a mercenary mentality)

A mercenary mentality, namely the corruption of political ideals and political actions, was acutely rejected. This is an assumption with IT consulting and systems integration PSFs, in particular.

> If you don't give a damn about it, if I can be blunt, you'll never get it right. (Iota1, 83)

> What sets us apart from the body-leasing people is having our own culture, our own system of values, our own work, our own product. (Iota group, 296)

> And they just wanted to do something new. It was really cool, doing that with them. But then when the project, it shifted a bit to a tipping point, all the people were suddenly gone. Then they, they just left, and it was just left to all the service providers involved in the project, just this troop of mercenaries. (Iota1, 83)

Theme "Bend and stretch things and they'll just fit somehow" (rejection of process orientation)

Processes, i.e. compliance with rules and procedures, are experienced as being unimportant or unhelpful.

> I'm not, really, not?, the kind of person who says, follow the rules at all times. So, we have to play by the rules, otherwise, it's no fun. That's now, now I don't think that's the case. You can bend and stretch a few things and they'll just fit somehow. (Iota1, 81).

Theme "Incompetence, incompetence (No collaboration with or excessive proximity to other PSFs or the client who are not from the creative industry)"

Project participants such as the client or other PSFs who are not from the creative industry are seen as obstacles in the way of the creative product.

> Other agencies, other service providers are, primarily, opponents, enemies. (Iota2, 67)

> Incompetence, incompetence. It was definitely on the [client's] side. The staffing of the project [on the client's site] was just catastrophic, in my view, anyway. (Iota1, 127)

Theme "We felt like we'd all been blessed a little bit" (leading role)

Their own role in the project network is experienced as being a leading PSF as a result of their own expertise and the edge in terms of the experience that they have over the client.

> In this one, of course, we felt like we'd all been blessed a little bit because we all had at least ten years of online business behind us. (Iota5, 27)

> Our feeling was, rightly so, that they [the client] had no idea about this. (Iota5, 27)

> You need real, actual experts from various fields and not, as I'd call it, dangerous half-knowledge. (Iota1, 79)

Theme "Work in a field they're not familiar with" (working at the agency)

Working at the client site and to commute for four to five days a week is completely new to the PSF Iota actors and does not make much sense to them.

> You need to motivate people to go to [the client's site], to commute four days a week, maybe even five, to live there, to work in a field they're not

familiar with, in a project process they're not familiar with, with clients they're not familiar with, without recognisable added value. (Iota2, 35)

The theme for the organizational identity of the PSF Iota actors is summarized in Table 36.

Table 36

Theme structure of the organizational identity of PSF Iota

	Organizational identity PSF Iota		
	Who we are	**What we do**	**How we do it/don't do it**
Theme(s)	• "We feel like artists" (artists).	• "We want it to look cool" (product focus).	• "Emotional connection to the project" (emotional attachment). • "If you don't give a damn about it, you'll never get it right" (rejection of a mercenary mentality). • "Bend and stretch things and they'll just fit somehow" (rejection of process orientation). • "Incompetence, incompetence" (No collaboration with or excessive proximity to other PSFs or the client who are not from the creative industry). • "We felt like we'd all been blessed a little bit" (in a leading role). • "Work in a field they're not familiar with" (working at the agency)

In terms of normative-cognitive institutional elements, the organizational identity can be summarized as follows in Table 37.

Table 37

Normative-cognitive institutional elements of PSF Iota's organizational identity

Normative-cognitive institutional elements PSF Iota's organizational identity	
Elements	**Content**
Values	• Product focus • Emotional attachment
Norms	• No mercenary mentality • No process orientation • No collaboration with or excessive proximity to other PSFs or the client who are not from the creative industry.
Taken-for-grantedness	• Leading role • Work at the agency

After the presentation of themes identified for the organizational identity, the next section will present how the PSF Iota actors evaluated the individual forms of resource integration.

4.2.1.2 Actors' lived experience of different resource integration modes

The PSF Iota actors evaluate the individual modes of resource integration in a highly polarising manner. 'RIM1 – separated' is experienced as high value as it enables distance to be constructed between PSF and client, which is experienced as important.

> But it might also be the magic in our industry, it's not about drilling holes in wooden boards, it might only come from the tension between the client and the agency relationship. Maybe it, maybe you're immediately devoured up by something like that. (Iota group, 307)
>
> It's not good when the client is standing right behind you and looking over your shoulder, that, that makes a bit of the magic lose its sparkle. (Iota5, 9)

At the start, 'RIM2 – mixed' is experienced positively because it is new. However, this quickly shifts into the negative because, from the perspective of the PSF Iota actors, the responsibilities of the various PSFs are no longer clear. Thus, 'RIM2 – mixed' is experienced as low value by the PSF Iota actors.

> Everyone saw it as something positive at first, the work was more modern than what we'd done before. (Iota group, 174)

If someone were to ask me [to do 'RIM2 – mixed' again], I'd probably have to say: no way. (Iota group, 307)

There was one massive mistake in the whole project, one massive mistake, and that was, that it wasn't clear which [PSF] was responsible for what. (Iota1, 147)

'RIM3 – client-led' with specialist steering by the client is evaluated very negatively, in particular, and is clearly rejected.

We changed from being an agency to being a provider of creativity services. (Iota5, 11)

Colossal mistake, there were very, very many technical mistakes made that could have been avoided if it had been done by someone who was familiar with it. (Iota2, 129)

Disastrous in my view, frankly. So that, in my view, the [client] did that themselves, where they ended up. (Iota1, 79)

The evaluation of the different modes of resource integration by the PSF Iota actors is summarized in Table 38.

Table 38

Evaluation of different resource integration modes by the PSF Iota actors

Evaluation of different resource integration modes by the PSF Iota actors		
RIM1 – separated	**RIM2 – mixed**	**RIM3 – client-led**
High value	Low value	Negative value

After the evaluation of the different resource integration modes, the next section will present how the PSF Iota actors experienced the progression of resource integration and if they aligned their organizational identity-based institutional elements to the new resource integration modes.

4.2.1.3 Lived experience of the progression of resource integration modes and institutional (mis)alignment

The theme identified for the lived experience of the progression of resource integration modes for the PSF Iota actors is "This is a real insult to have to accept something that's gone" (insulting injustice) with the sub-themes "Total lack of understanding" (incomprehension), "Brutal" (excessive demands), and "That was

never reflected upon" (no PSF-internal reflection on dynamics of resource integration).

Theme "This is a real insult to have to accept something that's gone" (insulting injustice)

The progression of resource integration modes in the project network is experienced very strongly by the PSF Iota actors. The new modes of resource integration, with the loss of specialist leadership, are experienced as insulting and unfair because the PSF actors had previously won the project in a contest, and, from the perspective of the PSF Iota actors, this gives them sovereignty over the implementation in terms of content.

> This is a real insult to have to accept something that's gone and having to face up to it in a positive way. (Iota group, 174).

> We won the pitch and lost the content leadership. (Iota4, 1)

> The history behind this is that we really tried to get the lead on this job in a highly emotional selection process, giving it everything we've got, and we won and got down to it. And you win this pitch with your team who identify with this, it's highly emotional. (Iota group, 101)

> But we always had the feeling that it was our domain, we'd won, we'd established ourselves in this competition. And suddenly it was just that there was nothing left for us to decide, and it's not that we wanted to give up our role, it's that it was given up for us, it was such a robbery. (Iota group, 101)

> It's like you've let go of your baby, other people are ruining it, somehow, it's totally traumatising too. (Iota group, 176)

Sub-theme "Total lack of understanding" (incomprehension)

The changes to new modes of resource integration are not understood by the PSF Iota actors, who speculate as to the reasons for this.

> Well, a total lack of understanding, and to be honest, it came rather unexpectedly. (Iota1, 20)

> And then you realized: some really strange decisions are being made here, and the client is putting themselves in a role with lots and lots of responsibility, meaning that a sort of advice isn't wanted anymore, isn't valued anymore at all. So I've never really understood why that was the case. (Iota2, 145)

Sub-theme "Brutal" (excessive demands)

Working in a mode of resource integration with which the PSF Iota actors were unfamiliar led to enormous stress being experienced. The PSF Iota actors experience the project network as being increasingly overloaded.

> That was brutal. That was, yes that was, so to speak, what really crushed me. You need to motivate people to go to [the client's site], to commute four days a week, maybe even five, to live there, to work in a field they're not familiar with, in a project process they're not familiar with, with clients they're not familiar with, without recognizable added value, except that which you could call intrinsic. (Iota2, 35)
>
> A lot of psychology came into play there, somehow, didn't it? Because you just felt like a fool in so many areas. (Iota1, 145)
>
> We took a knife to a gunfight. (Iota4, 7)
>
> So people get disappointed, angry, shattered, spent, snappy, the client is sulking and then you can't do very much. Then you need a thick skin. (Iota2, 231)
>
> But for other people, it was just hell there. It was hell. (Iota1, 125)

Sub-theme "That was never reflected upon" (no PSF-internal reflection on dynamics of resource integration modes)

Despite the unexpected and significant changes in resource integration modes and the very high demands experienced, this is hardly discussed and reflected on internally within PSF Iota.

> There wasn't much to discuss, to be honest. (Iota1, 26)
>
> I also thought about the fact that it was never reflected upon, we never spoke about it or told people about it or said, "but you've got to take control there". (Iota2, 406)
>
> But unfortunately, it was really typical how we were set up for or adjusted to changing demands as an organization — namely, not at all. (Iota group, 44)

When looking back, the loss of specialist steering experienced was not analysed self-critically. Instead, it is called for additional future resistance against the 'RIM2 – mixed' and, in particular, 'RIM3 – client-led' modes of resource integration.

> There is a bit of a sort of: How proudly do you go in there? There wasn't any defence, there wasn't any rebellion, there wasn't anything of much. We didn't sit around the table and thrash things out like that. (Iota group, 201)

That would be the analysis that as an agency, we shouldn't allow that to happen, or we shouldn't get involved in models like that. (Iota group, 303)

The theme structure of the lived experience of the progression of resource integration modes for the PSF Iota actors is summarized in Table 39.

Table 39

Theme structure of the lived experience of the progression of resource integration modes of PSF Iota

Lived experience of the progression of resource integration modes of PSF Iota	
Theme	**Sub-themes**
This is a real insult to have to accept something that's gone (insulting injustice).	"Total lack of understanding" (incomprehension).
	"Brutal" (excessive demands).
	"That was never reflected upon" (no PSF-internal reflection on dynamics of resource integration modes).

To summarize, the PSF Iota actors experienced the progression of resource integration modes within the project network as very negative over a long period of time.

Despite these negative experiences, they did not align their organizational identity-based institutional elements to the new resource integration modes. Instead, the actors afterwards called for future resistance against the mixed and client-led resource integration after they had to leave the B2B service ecosystem.

While they stayed in the B2B service ecosystem there was only an insufficient mobilization effort bottom-up to change the resource integration modes. This effort did not reach a sufficient bottom-up momentum ('incomprehension') and was not supported by the PSF Iota management ('no PSF-internal reflection on dynamics of resource integration modes').

The response of the PSF Iota actors regarding the experienced institutional misalignment is summarized in Table 40.

Table 40

Response of PSF Iota actors to experienced institutional (mis)alignment

Alignment to different resource integration forms by the PSF Iota actors	
Lived experience	**Response**
'Insulting injustice'	• Institutional non-alignment • Insufficient bottom-up mobilization effort • Call for future resistance against mixed and client-led resource integration modes

After the presentation of the findings of the lived experience of the PSF Iota actors, the next section will present the findings for PSF Gamma.

4.2.2 PSF Gamma

PSF Gamma is an Internet agency PSF with a very short corporate history of only two years. The client and PSF Gamma are, like PSF Iota, not based in the same city. Unlike with PSF Iota, the project network was not preceded by a long-term client relationship; this relationship started with the project network. Initially, PSF Gamma takes over individual activities from PSF Iota, starting in the 'RIM2 – mixed' mode phase, and then replaces PSF Iota completely at the end of the 'RIM3 – client-led' mode phase. Thus, the PSF Gamma actors experience the transition from 'RIM2 – mixed' to 'RIM3 – client-led', and finally, back to 'RIM1 – separated'.

The five participants from PSF Gamma who were interviewed come from the fields of design, visuals, and project management. Gamma1 is a creative director in his late 40s with an emphasis on design and user experience. Gamma2 is a client service director in her mid-30s with an emphasis on project management. Gamma3 is an art director in his late 20s with an emphasis on design and user experience. Gamma4 is a senior client service director in his late 30s with a focus on customer management. Gamma5 is a manager in his mid-40s with an emphasis on strategic design. All Gamma participants have a university degree; they are not lateral entrants to their professions. All participants have spent their

entire professional career in agencies, however, unlike in PSF Iota, they have spent their careers in various agencies.

4.2.2.1 Organizational identity

The themes identified for the organizational identity are structured in the three categories of (1) "Who we are", (2) "What we do", and (3) "How we do it/don't do it".

The theme identified for 'Who we are' is "We are the creators" (creators). The theme identified for 'What we do' is "Because we always feel that someone could have done it much better" (product focus).

The identified themes for 'How we do it/don't do it' are "You've got a certain kind of idealism" (idealism), "The IT guys are just the bigger whores (rejection of a mercenary mentality)", "We don't like it when the client destroys the quality" (rejection of creative incompetence on the part of the client and other service providers), "Being an extension of the client" (in a supporting role), and "It's being on the client's premises that's hard" (working at the agency).

Theme "We are the creators" (creators)

Gamma's organizational identity is that of a creator.

> So, I think, yes, that this comes from the concept of the work that agencies have. I mean, it has something to do with arts and crafts, etc., and we are the creators. (Gamma1, 48)

Theme "Because we always feel that someone could have done it much better"
(product focus)

High aspirations in terms of creative perfection are formulated for the product, and, from the perspective of the PSF Gamma actors, people are always dissatisfied with the product outputs, in a positive sense.

> We've got the problem, really, that it's unsatisfactory because we always feel that someone could have done it much better. (Gamma group, 432)
>
> Yes, but that's, the effort is worth it because at the end you've got [the product] 2.0. And that's even cooler than what we've got now. And that's worth it. (Gamma1, 351)

Theme "You've got a certain kind of idealism" (idealism)

The idealistic aspect of their work is experienced as being very important.

> You become more creative when you've got a certain kind of idealism. Because you want to do something cool. (Gamma group, 315)

> And you want, you've got a target, and that's got to be as cool as possible because that's an aspiration you've got. And that's an aspiration that, if you're in doubt, you take along even to the first briefing with the client until they find out the costs ((laughter)). (Gamma group, 101)

> Creatives can only be motivated through great tasks. (Gamma5, 9)

Theme "The IT guys are just the bigger whores (rejection of a mercenary mentality)"

A mercenary mentality, namely the corruption of political ideals through a political approach, was acutely rejected. This is particularly visible with regard to IT consulting and systems integration PSFs.

> The IT guys are just the bigger whores. (Gamma group, 467)

> If the number one target is [profit], then it makes sense to be a whore, as it were. But if you say that the number one target is creating a cool product, then, of course, you'll say, hey, we know how to make a cool product. (Gamma group, 468)

> You also have to say: the longer we spend here and the more we see how the product is botched by politics, the more we turn into whores too. That is the case. So, in my professional life, I've never whored myself out as much as I've done here. (Gamma group, 470)

Theme "We don't like it when the client destroys the quality" (No collaboration with or excessive proximity to other PSFs or the client who are not from the creative industry)

Project participants such as the client or other PSFs who are not from the creative industry are seen as an obstacle in the way of the creative quality of the product.

> So it's slowed down, as it were, by the client, and chopped up, and descoped and pushed down commercially so that in principle, you can't deliver that perfect result anymore, at all. (Gamma group, 303)

> We stand for a certain level of quality and don't like it when the client destroys this. (Gamma1, 48)

Theme "Being an extension of the client" (in a supporting role)

The PSF Gamma actors' own role is experienced as being supportive. The close proximity to the client that results from the changed resource integration is experienced positively, in terms of their own status. The PSF Gamma actors experienced a significant increase in their own status vis-à-vis the other PSFs as a result of their close proximity to the client.

> And at the same time, anyway, you're sort of the extension of the client, who has to put their interests into practice (Gamma group, 360).

> Yes, we want it to be finished, and our [client] suggested that we wanted to drive it. They drive us forward, we drive everyone else forward. And as part of this, of course, sometimes we take on tasks, hear statements about how you should act in this way. (Gamma3, 424)

But a close role to the client is also seen as problematic by other PSF Gamma actors.

> So where does the agency's representation end, and where does yours start, and that's the point it gets tricky, where does your merger with the client's side begin? (Gamma group, 360)

> And what's really bad, as a creative, is if you, if you do things differently for political reasons, because then you don't even need to get started trying to make something cool. If you, if you, if you then try to, I don't know, paint everything green because that's better for your career (Gamma group, 315)

Theme "It's being on the client's premises that's hard" (working at the agency)

Working at the client site does not make much sense to the PSF Gamma actors.

> Top creatives, to some extent, don't want client contact. Travel isn't the problem, it's being on the client's premises that's hard. (Gamma5, 6)

The theme structure of the organizational identity of the PSF Gamma actors is summarized in Table 41.

Table 41

Theme structure of the organizational identity of PSF Gamma

	Organizational identity PSF Gamma		
	Who we are	**What we do**	**How we do it/don't do it**
Theme(s)	• "We are the creators" (creators).	• "Because we always feel that someone could have done it much better" (product focus).	• "You've got a certain kind of idealism" (idealism). • "The IT guys are just the bigger whores" (rejection of a mercenary mentality). • "We don't like it when the client destroys the quality "(No collaboration with or excessive proximity to other PSFs or the client who are not from the creative industry). • "Being an extension of the client" (in a supporting role). • "It's being on the client's premises that's hard" (working at the agency)

In terms of normative-cognitive institutional elements, the organizational identity can be summarized as follows in Table 42.

Table 42

Normative-cognitive institutional elements of PSF Gamma's organizational identity

Normative-cognitive institutional elements PSF Gamma's organizational identity	
Elements	**Content**
Values	• Product focus • Idealism
Norms	• No mercenary mentality • No collaboration with or excessive proximity to other PSFs or the client who are not from the creative industry.
Taken-for-grantedness	• Supporting role • Working at the agency

After the presentation of themes identified for the organizational identity, the next section will present how the PSF Gamma actors evaluated the individual forms of resource integration.

4.2.2.2 Actors' lived experience of different resource integration modes

The individual modes of resource integration are experienced differently by the PSF Gamma actors. 'RIM1 – separated' is preferred and experienced as high value, 'RIM2 – mixed' is experienced ambivalently as mid-value. Some PSF Gamma actors like the mixed teams and the proximity to the client.

> So, I want to work differently. I don't want to work in these agency structures. I want to interact with the client myself. (Gamma1, 430)

> To this extent, I think it's really nice that they seem to trust us to represent their opinion and disseminate it. (Gamma3, 440)

However, the majority of PSF Gamma actors see excessive proximity to the client as problematic.

> In [RIM2] it was about everything, processes and people, everything other than the product. (Gamma5, 10)

> The competence of the service providers was curtailed, and there was no accountability in [RIM2]. Everyone's talking, but no-one's responsible. (Gamma5, 1)

As a result of its close content-related and spatial proximity to the client, RIM3 is experienced as low value.

> And that, that, that backfired too [constant client interference]. (...) Then this attitude comes along at some point: please, just do it. And then you've lost. Then it doesn't go any further. Not good. (Gamma group, 523)
>
> So, I think that the [steering by the client] that's a big problem, of course, for everyone. (Gamma1, 40)

The transfer to 'RIM1 – separated' and the associated physical separation of the client from the PSF is correspondingly experienced as overwhelmingly positive. Although the lack of proximity to the client is now also seen as an obstacle for the project, the camaraderie experienced by the PSF outweighs this.

> Now [RIM1] we're more free, mentally, but also a lot slower, because it's more complicated, and things get forgotten sometimes. (Gamma4, 7)
>
> I thought this was very good because, de facto, our team sits with each other like it is in the agency, so you're close to each other for concept and design, which is fundamentally important to us. (Gamma 2, 36)
>
> I've got to say that I think that [RIM1] has lots of ad-, good sides. Yeah? People who worked in [RIM3] for a long time, above all, find RIM1 incredibly interesting all of a sudden. Yeah? (Gamma group, 418)

The evaluation of the different modes of resource integration by the PSF Gamma actors is summarized in Table 43.

Table 43

Evaluation of different resource integration modes by the PSF Gamma actors

Evaluation of different resource integration modes by the PSF Gamma actors		
RIM1 – separated	**RIM2 – mixed**	**RIM3 – client-led**
High value	Mid-value	Low value

After the evaluation of the different resource integration phases, the next section will present how the PSF Gamma actors experienced the progression of resource integration modes and if they aligned their organizational identity-based institutional elements to the new resource integration modes.

4.2.2.3 Lived experience of the progression of resource integration modes and institutional (mis)alignment

The theme identified for the lived experience of the progression of resource integration modes for the PSF Gamma actors is "You've resigned internally!" (inner resignation) with the sub-themes "You are totally transparent" (transparency), and "You're put under so much pressure" (high pressure).

Theme "You've resigned internally!" (inner resignation)"

The close proximity to the client in the RIM2 phase and the RIM3 phase is experienced by the PSF Gamma actors as being highly frustrating. As a result, the PSF Gamma actors resign.

> You've resigned internally, and then you've lost. Then that was that. (Gamma group, 529)

Sub-theme "You are totally transparent" (transparency)

The physical proximity to the client leads to high levels of transparency which is experienced by the PSF Gamma actors as being highly stressful and, in part, as an encroachment.

> People work differently with each other. For one thing, you're much more open and transparent. Secondly, your, your relationship with the specialist team is closer because you use different words from those you'd use if you were in an external relationship. Both directions. And you're totally transparent. (Gamma group, 383)

> They see, they see you really as you are. And that's, that's, that's partly seen as stressful, very stressful. And sometimes it's a bit of an encroachment. (Gamma group, 384)

Sub-theme "You're put under so much pressure" (high pressure)

From the perspective of the PSF Gamma actors, the client always has the ability to exert great pressure on all the PSF Gamma actors.

> Yes, there is also the moment of constant availability. Yeah? Constantly present - always! (Gamma group, 330)

> This is also a burden. I'd like to emphasise that, yes. (Gamma group, 328)

> You don't like travelling here when you're put under so much pressure on-site. (Gamma3, 454)

The theme structure of the lived experience of the progression of resource integration modes for the PSF Gamma actors is summarized in Table 44.

Table 44

Theme structure of the lived experience of the progression of resource integration modes of PSF Gamma

Lived experience of alignment to the progression of resource integration modes of PSF Gamma	
Theme	**Sub-themes**
You've resigned internally! (inner resignation)	"You are totally transparent" (transparency).
	"You're put under so much pressure" (high pressure).

To summarize, the PSF Gamma actors experience the progression of resource integration modes within the project network as negative over a long period of time. Despite these negative experiences, they did not align their organizational identity-based institutional arrangements to the new resource integration. Instead, they experienced an inner resignation until the resource integration changed to a preferred separated resource integration form.

Also, there was no mobilization effort to change the resource integration modes ('inner resignation'), neither bottom-up nor top-down.

The response of the PSF Gamma actors regarding the experienced institutional misalignment is summarized in Table 45.

Table 45

Response of PSF Gamma actors to experienced institutional (mis)alignment

Alignment to different resource integration modes by the PSF Gamma actors	
Lived experience	**Response**
''You've resigned internally!'	• Institutional non-alignment • No mobilization effort • Inner resignation until resource integration mode changed to the preferred separated resource integration mode

After the presentation of the findings of the lived experience of the PSF Gamma actors, the next section will present the findings for PSF Alpha.

4.2.3 PSF Alpha

'PSF Alpha' is an IT consulting and systems integration PSF with a corporate history of over 30 years. The client and PSF Alpha are based in the same city. Prior to the RIM2 mode phase, decisions are made on the telephone, via email, or in meetings at the client's site.

The project network is preceded by a long-term relationship between the client and PSF Alpha, i.e., all the participants have known the client for several years. PSF Alpha is part of the project network for its entire duration.

The six PSF Alpha employees interviewed come from the fields of technology and project management. Alpha1 is a project manager in his early 50s with an emphasis on IT projects. Alpha2 is a vice president in her mid-40s with an emphasis on consulting projects. Alpha3 is senior vice president in his early 50s with an emphasis on the automotive industry. Alpha4 is a senior consultant in his mid-30s with an emphasis on programming. Alpha5 is a project manager in his mid-40s with an emphasis on IT projects. Alpha6 is a vice president in his early 40s with an emphasis on IT projects. All Alpha participants are male. All Alpha participants have a university degree; they are not lateral entrants to their professions. All the participants have spent their entire careers in various management consultancy PSFs and IT PSFs.

4.2.3.1 Organizational identity

The themes identified for the organizational identity are structured in the three categories of (1) "Who we are", (2) "What we do", and (3) "How we do it/don't do it".

The theme identified for 'Who we are' is "We can make the project significantly more efficient in terms of processing" (efficient ruler of projects).

The theme identified for 'What we do' is "We've got to look at costs" (efficiency focus).

The themes identified for 'How we do it/don't do it' are "And of course, we prepare that in advance" (proactive), "You're much, much more pragmatic there" (pragmatism and personal leeway), "There's a really strong effort to sell something" (sales orientation), "We always wanted to have some steering responsibility" (in a leading role), and "We'll always be working at the client's site" (working at the client).

Theme "We can make the project significantly more efficient in terms of processing" (efficient ruler of projects)

The PSF Alpha actors experience themselves as being efficient in implementing projects.

> Among other things, the background was that we could make the project significantly more efficient in terms of processing, but to do that, we need to be involved in steering. We can do that. We are trained to do that. We can do that well. (Alpha2, 155)

Theme "We've got to look at costs" (efficiency focus)

A cost focus is experienced as being a very important part of their organizational identity by the PSF Alpha actors.

> On the one hand, this is clearly a [PSF Alpha] strategy where we say that we've got to look at competitiveness and we've got to look at costs, not, even when we've won, continue to beef up shoring. So this is a really valid and vested interest that [PSF Alpha] has. (Alpha1, 74)
>
> I think I'm very demanding in terms of the issues I identify with, that's clear, but as soon as I have to end up out of pocket, that takes precedence. (Alpha group, 196)

Theme "And of course, we prepare that in advance" (proactive)

In resource integration, the PSF Alpha actors experience themselves as being rational, analytical, and proactive.

> And of course, we prepare that in advance, think about how we can improve a project constellation like that. (Alpha2, 155)

> So really, we're entitled to say that we want to steer that, to determine its direction, basically, not being reactive. (Alpha2, 155)

Theme "You're much, much more pragmatic there" (pragmatic with personal leeway)

In the resource integration, the PSF Alpha actors experience themselves as being pragmatic, with large personal leeway.

> There, as a consultant and an IT consultant, you're much, much more pragmatic [than the client and Internet agency PSFs]. (Alpha group, 139)

> I can't go to Mr [client's departmental head] and say: Mr [departmental head], by the way, what your colleagues are doing there is absolute crap. If I do that once, I'm out. (Alpha3, 118)

> The individual [at PSF Alpha] is given a lot of leeway. (Alpha 6, 196)

Theme "There's a really strong effort to sell something" (sales orientation)

The PSF Alpha actors experience sales orientation, i.e. the successful generation of follow-up business and new business, as being important.

> A project has always got a, a context, it's useful in lots of ways, from management access to acquisitions. (Alpha6, 102)

> Basically, we do think in a very sales-oriented way. In terms of advice, I'd say, in the short-term, we always think more about sales than delivery ((laughs)). (Alpha6, 188)

> Basically, we want to sell, yes. There's a really strong effort to sell something. (Alpha6, 190)

Theme "We always wanted to have some steering responsibility" (in a leading role)

Their own role is experienced as one of leading. Having control and steering responsibilities is seen as a prerequisite to an efficient project implementation. As a result, a controlling, steering, and responsible role in the project network is experienced as a normal status demand.

We always wanted to have some steering responsibility. (Alpha2, 145)

Because then, as a company, you've got to do a risk assessment. So that's basically: what are the key positions? I'll fill them with my own staff. (Alpha3, 22)

We don't really like it when, let's say, when someone else steers you in a particular way. (Alpha group, 63)

Even when the client does not view the process-related steering of the project network as lying with PSF Alpha, PSF Alpha nevertheless attempts to implement their own entitlement to steering.

What we tried to do is set up a shadow steering situation. (Alpha group, 139)

Theme "We'll always be working at the client's site" (working at the client)

Working at the client's premises is experienced as normal by the PSF Alpha actors.

Even our employees who ideally felt that now I'm spending five days at the client's side somewhere or other. (Alpha2, 227)

It's already the case, of course, that our business model actually assumes that we'll always be working at the client's site, in fact. (Alpha2, 141)

The theme structure for the lived experience of organizational identity for the PSF Alpha actors is summarized in Table 46.

Table 46

Theme structure of the organizational identity of PSF Alpha

	Organizational identity PSF Alpha		
	Who we are	**What we do**	**How we do it/don't do it**
Theme(s)	• "We can make the project significantly more efficient in terms of processing" (efficient ruler of projects).	• "We've got to look at costs" (efficiency focus).	• "And of course, we prepare that in advance" (proactive). • "You're much, much more pragmatic there" (pragmatic with personal leeway). • "There's a really strong effort to sell something" (sales orientation). • "We always wanted to have some steering responsibility" (in a leading role). • "We'll always be working at the client's site" (working at the client)

In terms of normative-cognitive institutional elements, the organizational identity can be summarized as follows in Table 47.

Table 47

Normative-cognitive institutional elements of PSF Alpha's organizational identity

Normative-cognitive institutional elements PSF Alpha's organizational identity	
Elements	**Content**
Values	• Efficiency focus • Proactive
Norms	• Pragmatic with personal leeway • Sales orientation
Taken-for-grantedness	• Leading role • Working at the client

After the presentation of themes identified for the organizational identity, the next section will present how the PSF Alpha actors evaluated the individual forms of resource integration.

4.2.3.2 Actors' lived experience of different resource integration modes

The PSF Alpha actors experience 'RIM1 – separated' as the most valuable mode of resource integration; unlike 'RIM2 – mixed', 'RIM1 – separated' creates clear areas of responsibility. 'RIM3 – client-led' does also have clearly demarcated responsibilities (client). However, the client is not trusted with this responsibility.

As a result of its governability, in particular in terms of costs, 'RIM1 – separated' is experienced as high value.

> So the traditional [RIM1] is easy for us to deal with, in principle. It gives us more financial leeway. (Alpha6, 168)

> Before, you thought: my contract, my margin! I'll do it like that — sure, the client wanted it like that. Yeah? So I think that the agile method [RIM2], especially for our delivery-oriented units, meant that we needed a bit of a rethink. (Alpha6, 172)

'RIM2 – mixed' is experienced as a blurring of responsibilities and inefficient, but good outcomes are also appreciated.

> But this, this really this unstructured thing, loss of the ability to steer it, in my view from the client's side, that was something negative. (Alpha group, 47)

> There were just significant start-up costs. So I think you can measure the costs for the discovery phase in hundreds of thousands of euros. When it got up and running, that was, that was major, that was a great experience for us as a company, for everyone involved here. (Alpha3, 64)

Also, the financial security aspect of having a narrow but secure margin with hardly any outlay in terms of steering is experienced as positive for 'RIM2 – mixed'.

> To a certain extent, it was risk-free, a narrow, very narrow margin, but risk-free and high-volume. (Alpha group, 67)

As a result of the client's lack of experience in steering project networks and the political consensus-oriented approach, 'RIM3 – client-led' is experienced as low value.

[The client] is typically not used to driving projects in this form. (Alpha1, 42)

I didn't trust them [the client], and it would contradict my personal mindset a bit. (Alpha group, 55)

Basically, a certain disinterest in this project develops because, because it just, because there's nothing to steer or because the client doesn't want that. (Alpha group, 97)

So, I thought that was simply remarkable [project steering by the client]. That, to me is ((laughing)) one thing I've learnt, not doing it like that. (Alpha6, 224)

In the end, however, this is outweighed by the demand experienced in the market, i.e. if a client wants a particular form of resource integration, this is offered to them by the PSF Alpha actors.

And if we have the impression that something is in demand in the market, or we need that, then that's not called into question, in that sense. (Alpha6, 188)

The evaluation of the different modes of resource integration by the PSF Alpha actors is summarized in Table 48.

Table 48

Evaluation of different resource integration modes by the PSF Alpha actors

Evaluation of different resource integration modes by the PSF Alpha actors		
RIM1 – separated	**RIM2 – mixed**	**RIM3 – client-led**
High value	Mid-value	Low value

After the evaluation of the different resource integration modes, the next section will present how the PSF Alpha actors experienced the progression of resource integration modes and if they aligned their organizational identity-based institutional elements to the new resource integration modes.

4.2.3.3 Lived experience of the progression of resource integration modes and institutional (mis)alignment

The theme identified for the lived experience of the progression of resource integration modes and alignment for the PSF Alpha actors is "Let them dabble away for a bit" (expectant sitting-out) with the sub-themes "The main theme is always security" (client must act politically, and focuses too much on security and

consensus), "The only thing that was monitored was the margin" (loss of steering capability), and "Could we not have been clearer" (self-criticality).

Theme "Let them dabble away for a bit" (expectant sitting-out)

The PSF Alpha actors experienced the increasing takeover of process-related steering by the client as being a significant change as their own steering expertise was no longer requested by the client. However, the PSF Alpha actors were also aware of the client's lack of specialist knowledge, and trusts that, in time, this will mean that the process-related steering of the project network will eventually be passed back to PSF Alpha.

> And as a result, this was how everyone viewed this: let them dabble away for a bit. (Alpha6, 202)

> Our estimation goes something like this: [client], they'll never manage it. We don't think [the client] has any particular steering skills, and no particular IT skills either. (Alpha6, 198)

Sub-theme "The main theme is always security" (client must act politically, and focuses too much on security and consensus)

The client's political actions are experienced as security-focused thinking. For PSF Alpha, it is a matter of no debate that a client has to act like this. However, from the perspective of the PSF Alpha actors, this hampers the creation of efficient, process-related steering of the project network.

> The main thing in a company is really the attitude, the primary motivation for action, being able to say, "I've got to be secure". Not, "I've got to be efficient, I've got to cut costs or open up great new potential", but the main theme is always security. I'm doing it right. (Alpha2, 177)

> So that is very, very, very consensus-oriented, and we've got to, we've got to like each other ((laughs)). (Alpha4, 276)

Sub-theme "The only thing that was monitored was the margin" (loss of steering capability)

Consequently, the PSF Alpha actors turned back to monitoring their own costs for the project network, and, by extension, Alpha's own margins.

> Basically, it wasn't steered by [PSF Alpha] at all. The only thing that was monitored was the margin, but that was clear anyway. (Alpha6, 86)

> Basically, it was a great revenue increase with a significant, true, small, but significant margin, a situation with clear margins. (Alpha6, 94)

Sub-theme "Could we not have been clearer?" (self-criticality)

PSF Alpha deals with the individual forms of resource integration in a very reflective way. In this, resource integration is viewed within the overarching client context, i.e. which neighbouring project networks the client has and what the overall political situation is at the client's company.

> We pointed it out to [the client], with keywords like "industrialisation", "nearshoring", "release management", "cleanly packaged requirements management". But, and then this is the question as a service provider: how far did we get? How clearly did we say that? How many people did we get involved? So there, if something, at least in terms of comprehension, went wrong, this is also my self-critical perspective: could we not have been clearer, could we not have involved more people in a politically correct way? (Alpha3, 52)

> Because it quickly became clear that we were dealing with a unique issue here, and that, one fine day, it would all be over. (Alpha group, 67)

The theme structure of the lived experience of the progression of resource integration for the PSF Alpha actors is summarized in Table 49.

Table 49

Theme structure of the lived experience of progression of resource integration modes of PSF Alpha

Lived experience of alignment to the progression of resource integration modes of PSF Alpha	
Theme	**Sub-themes**
Let them dabble away for a bit (expectant sitting-out)	"The main theme is always security" (client must act politically, and focuses too much on security and consensus)
	"The only thing that was monitored was the margin" (loss of steering capability)
	"Could we not have been clearer" (self-criticality)

To summarize, the PSF Alpha actors experience the progression of resource integration within the project network as negative over a long period of time. Despite these negative experiences, they did not align their organizational identity-based institutional elements to the new resource integration modes.

The PSF Alpha management, however, tried to convince the client several times to change the resource integration modes ('Could we not have been clearer?'). Even though they were not successful, the PSF Alpha actors expectantly sat out the resource integration that they experienced as negative as the PSF Alpha actors were confident that the inexperienced client would eventually change back to separated resource integration.

The response of the PSF Alpha actors regarding the experienced institutional misalignment is summarized in Table 50.

Table 50

Response of PSF Alpha actors to experienced institutional (mis)alignment

Alignment to different resource integration modes by the PSF Alpha actors	
Lived experience	**Response**
'Let them dabble away a bit''	• Institutional non-alignment • Sufficient top-down mobilization effort • Confidence that the inexperienced client will eventually change back to a separated resource integration mode

After the presentation of the findings of the lived experience of the PSF Alpha actors, the next section will depict the themes and sub-themes identified for PSF Tau.

4.2.4 PSF Tau

'PSF Tau' is an IT consulting and systems integration PSF with a corporate history of over ten years. The client and PSF Tau are based in the same city. The project network is preceded by a long relationship between the client and PSF Tau. PSF Tau started in the initial stages of 'RIM2 – mixed' and experienced the transition to the resource integration modes 'RIM3 client-led' and to 'RIM1 – separated'.

The five PSF Tau employees interviewed come from the fields of technology and project management. Tau1 is a senior consultant in his early 30s with an emphasis on IT projects. Tau2 is a consultant in his late 20s with an emphasis on programming. Tau3 is a managing consultant in his early 40s with an emphasis on IT projects. Tau4 is a vice president in his early 50s with an emphasis on IT projects. Tau5 is a project manager in her mid-40s with an emphasis on IT projects. Except for one participant, the Tau participants are male. All Tau participants have a university degree; they are not lateral entrants to their professions. All the participants have spent their entire careers in various consultancy PSFs and IT PSFs.

4.2.4.1 Organizational identity

The themes identified for the organizational identity are structured in the three categories of (1) "Who we are", (2) "What we do", and (3) "How we do it/don't do it".

The theme identified for 'Who we are' is "Bill 100%" (efficient supplier of individual experts).

The theme identified for 'What we do' is "Our company doesn't have this: We're [Tau]" (client focus).

The themes identified for 'How we do it/don't do it' are "Parachuted behind enemy lines and off you go" (individual expertise), "That doesn't help at all, you've just

got to keep going, yep, that's all" (pragmatic), "Not without a sales connection" (sales orientation), "Being able to prevent" (in a supporting role), and "You spend 80, 90% or even more of your working hours in a different context" (working at the client).

Theme "Bill 100%" (efficient supplier of individual experts)

The PSF Tau actors experience their organizational identity as a striving towards high efficiency in supplying individual experts. Internal tasks like training or structured knowledge transfer are subordinate.

> We're sold to clients 100% and if we can bill 100%, great. (Tau1, 119)
>
> So I'm actually sold full time, yep ((laughs)). (Tau3, 62)
>
> People enjoy being sold to the project, 100% or more. (Tau group, 317)
>
> Exactly, margin above everything else. (Tau group, 335)

Theme "Our company doesn't have this: We're [Tau] (client focus)

Due to a very strong focus on the client, the PSF Tau actors paradoxically experience their own company by not experiencing it.

> Our company doesn't have this: We're [Tau]. That is subsumed, there's no time for it. (Tau group, 404)
>
> Within the team, within the project, there were always celebrations when something happened, but there was actually never any celebration on the, on the part of Tau. (Tau1, 201)

Theme "Parachuted behind enemy lines and off you go" (individual expertise)

The PSF Tau actors experience themselves as individual combatants who have to defend themselves and thereby generate a high level of expert status. This is experienced as an achievement that makes them proud.

> I've just got the image in my mind of a troop of soldiers, parachuted behind enemy lines and off you go. Either we survive, or we were unlucky ((laughs)). (Tau group, 221)
>
> Like basically everyone here, you're thrown in the deep end and have to learn how to swim. (Tau1, 23)
>
> It was totally people-driven, like, "we want so-and-so to do it because he's good at that". (Tau group, 467)

But the missing support by the Tau management was also being criticised.

> So I would have been really happy, back then, if I'd had someone come to me once a week and ask: What have you done? And why did you do it? (Tau2, 123)

Theme "That doesn't help at all, you've just got to keep going, yep, that's all"
(pragmatic)

The PSF Tau actors experience themselves as highly pragmatic. The timeline of the project network is experienced as more important than the content of the product.

> So of that which I've done with analytics over the past two years, there's 10% left of that at the moment. Yes, that just makes me bitter. That doesn't help at all, you've just got to keep going, yep, that's all. (Tau3, 160)

> And we have the wall [milestone]. And if I have to keep throwing things overboard so I don't crash into the wall, that's just how it is. Everyone's got to do it. (Tau3, 164)

Theme "Follow-up business" (sales orientation)

The generation of follow-up business is experienced by PSF Tau actors as an important part of their work.

> So that was the stress point, really, that we tried to ensure that there was a follow-up, follow-up business. (Tau4, 71)

> It was always just the question: Where's demand, where can we develop things further now? (Tau4, 85)

Theme "Being able to prevent" (in a supporting role)

Their own role is experienced as being powerful but in a supporting role. As an IT consulting and systems integration PSF, Tau actors experience their status as being generally higher than agencies because IT has a central role in the project network. However, this status is experienced as supportive and indirectly, and not directly and specifically in relation to PSF Tau. If the high status is experienced directly, this is related to the individual expertise of certain PSF Tau actors.

> One important aspect, this "being able to prevent things" is an important aspect, I think, and that's why IT is, in fact, more powerful because the departments come and say: I want that. And IT says: "If we do that, the server will fail, it won't work." And that's it, the end, yep. And to this extent, IT is actually more powerful. (Tau group, 355)

[IT consulting and systems integration] are always the people preventing stuff from happening, and the other people are always the absolute creative people, building castles in the air and stuff. (Tau3, 182)

Theme "You spend 80, 90% or even more of your working hours in a different context" (working at the client)

Working at the client's premises is experienced as normal by the PSF Tau actors.

And when you're just sold off, and when you spend 80, 90% or even more of your working hours in a different context, then you can't avoid perceiving yourself within this context and not within the company that pays your salary. (Tau1, 101)

The theme structure of the organizational identity of the PSF Tau actors is summarized in Table 51.

Table 51

Theme structure of the organizational identity of PSF Tau

	Organizational identity of PSF Tau		
	Who we are	**What we do**	**How we do it/don't do it**
Theme(s)	• "Bill 100%" (efficient supplier of individual experts)	• "Our company doesn't have this: We're [Tau]. That is subsumed, there's no time for it" (client focus)	• "Parachuted behind enemy lines and off you go" (individual expertise) • "That doesn't help at all, you've just got to keep going, yep, that's all" (pragmatic) • "Follow-up business" (sales orientation) • "Being able to prevent" (in a supporting role) • "You spend 80, 90% or even more of your working hours in a different context" (working at the client)

In terms of normative-cognitive institutional elements, the organizational identity can be summarized as follows in Table 52.

Table 52

Normative-cognitive institutional elements of PSF Tau's organizational identity

Normative-cognitive institutional elements PSF Tau's organizational identity	
Elements	**Content**
Values	• Client focus • Individual expertise
Norms	• Pragmatic • Sales orientation
Taken-for-grantedness	• Supporting role • Working at the client

After the presentation of themes identified for the organizational identity, the next section will present how the PSF Tau actors evaluated the individual forms of resource integration.

4.2.4.2 Actors' lived experience of different resource integration modes

'R2 – mixed' mode is experienced as a high value because it makes it possible for the experts to feel as if they are in a team with other experts and they can also optimize utilization and costs.

> In other words, everyone sat side-by-side and worked really closely with each other. That also benefited the, the project. (Tau1, 69)

> Working together, that was élan, mood, motivation, we were buzzing. (Tau5, 2)

> That was, that was actually really good. Because we all sat in one room, there was one product owner, there were the developers and the IT designers. Actually, you, at the beginning, I didn't have any idea which company anyone was from. Nobody was interested in that either. (Tau2, 46)

Due to an excess of control and the experienced inefficiency, 'RIM3 – client-led' is experienced as mid-value by the PSF Tau actors. The client is experienced as overwhelmed in terms of steering.

> But somehow it has not worked. So there were different reasons, I think that [the client] also, at some stage, just got a bit nervous about this agile way [RIM2] of working, and then introduced more and more control mechanisms [RIM3]. (Tau2, 56)

The biggest weakness was actually in the project itself because there was no proper specialist steering by the [client], in my view. (Tau4, 45)

But still working in client-led teams closely with other PSFs and with little steering expenditure is experienced by the PSF Tau actors as valuable.

So in terms of steering the content, it wasn't a burden at all, it was really just a question of passing it through. (Tau4, 23)

And a very small room, the whole team in one room, which was very nice, great for teamwork, just calling across to someone. Meeting room in the room next door, it was very, very nice. (Tau3, 14)

The PSF Tau actors experienced 'RIM1 – separated' as having considerably more pressure and a more pronounced demarcation between the PSFs. This led to decisions being harder to make. However, PSF actors also see value in the stricter assignment of tasks between PSFs.

We act under a lot of pressure, of course. Everyone comes up to you and says: do that! Do that! Do that! But first of all, you've got to see it, look at what's supposed to be there, what you're actually hired for. And in part, that's really not so easy at all. (Tau2, 165)

It was basically really fun with those people [in RIM2], there are still a few [PSF Alpha] colleagues who, when we see each other, we joke around, you know?: I'm not allowed to talk to you, who even are you? And that's just in such a human way, it's actually really pleasant, really nice. (Tau2, 199)

So, you know, I'd prefer, somehow, if we were in a big building, and just talked to each other. But I also understand that it wouldn't be in my own interests if my team were running around here and chatting with people or answering their questions, and then we wouldn't be able to bill for their work anymore. (Tau2, 187)

The evaluation of the different modes of resource integration by the PSF Tau actors is summarized in Table 53.

Table 53

Evaluation of different resource integration modes by the PSF Tau actors

Evaluation of different resource integration modes by the PSF Tau actors		
RIM1 – separated	**RIM2 – mixed**	**RIM3 – client-led**
Mid-value	High value	Mid-value

After the evaluation of the different resource integration modes, the next section will present how the PSF Tau actors experienced the progression of resource integration and whether they aligned their organizational identity-based institutional elements to the new resource integration modes.

4.2.4.3 Lived experience of the progression of resource integration modes and institutional (mis)alignment

The theme identified for the lived experience of the progression of resource integration modes for the PSF Tau actors is "We supplied people, we billed for people (little steering expenditure)" with the sub-themes "That was basically super cool" (being together in mixed teams) and "Not a lot of political power, that's always bad here in the business" (politics on the client's side).

Theme "We supplied people, we billed for people" (little steering expenditure, expert leasing business)

The PSF Tau actors did not experience the change in resource integration modes particularly strongly. Experts liaised with the project network in resource integration forms 'RIM2 – mixed' and 'RIM3 – client-led'. The steering outlay associated with this is experienced as very low.

> There was hardly any risk associated with it. So we supplied people, we billed for people, all's well, yes, you could say. (Tau4, 71)
>
> Didn't really have much of an outcome because we went through it in a way, yes, but of course, there wasn't a lot of outlay in terms of steering, to be honest. (Tau4, 67)

Sub-theme "That was basically super cool" (being together in mixed teams)

At the beginning of PSF Tau's activities in the project network, the resource integration mode was experienced as being very good. Here, working in mixed teams, in particular, is experienced as being very positive by the experienced community.

> That [working in mixed teams] was just super cool ((laughs)). It really puts you in a good mood; people became friends with each other, right. (Tau2, 145)
>
> The spirit, the energy, the cohesion, how people talk to you, how you work together, that you can grab a drink together in the evening sometimes, that

at the go-live you can sit here and just order in pizza, because you, ok, we've done it and, and these things that, that inside the project is working and they're the things that basically, more or less, kept the project alive and saved it. (Tau1, 209)

Sub-theme "Not a lot of political power, that's always bad here in the business"
(politics on the client's side)

A very strong change in resource integration is perceived on the client's side, and not at PSF Tau. The political actions on the client's side are experienced as being critical to success, but also as being an obstacle to the project.

The old project manager was very much involved, technically, but de facto he had the problem that he didn't have a lot of political power, and that's always bad here in the business. (Tau3, 96)

This separation as well into different, individual projects all with their own separate stakeholders, some of them internal to the [client], I think, they don't really talk to each other, or they only try to push their own interests forward. (Tau2, 165)

The theme structure of the lived experience of the progression of resource integration modes for the PSF Tau actors is summarized in Table 54.

Table 54

Theme structure of the lived experience of the progression of resource integration modes of PSF Tau

Lived experience of the progression of resource integration modes of PSF Tau	
Theme	**Sub-themes**
We supplied people, we billed for people (little steering expenditure)	"That was basically super cool" (being together in mixed teams)
	"Not a lot of political power, that's always bad here in the business" (politics on the client's side)

To summarize, the PSF Tau actors experience the progression of resource integration modes within the project network as neither negative nor positive. They experienced 'RIM2 – mixed' as high value and the resource integration modes that follow, 'RIM3 - client-led' and 'RIM1 – separated', as lower value but still as mid-value. Thus, for the PSF Tau actors, there is no need for an alignment of organizational identity-based institutional elements.

The response of the PSF Tau actors regarding the experienced institutional misalignment is summarized in Table 55.

Table 55

Response of PSF Tau actors to experienced institutional (mis)alignment

Alignment to different resource integration modes by the PSF Tau actors	
Lived experience	**Response**
'We supplied people, we billed for people'	• No need for an alignment as all resource integration forms are experienced as at least mid-value

This section has presented the findings of the lived experience of resource integration modes of the PSF actors in the B2B service ecosystem. The next section presents the findings of the case-external expert focus groups.

4.3   Expert focus groups

Expert focus groups used in the hermeneutic circle of this thesis are concerned with an understanding of the whole as depicted in Figure 35 in Section 3.3.2. The findings are structured based on the format of the focus group presented in Table 23 in Section 3.3.5: (1) Discussion of the identified organizational identities and themes regarding resource integration for the different PSFs, and (2) additional topics.

4.3.1   Identified organizational identities and themes

The different case-external PSF actor groups each confirmed the comprehensibility of the identified themes of the PSF organizational identities from their respective industry.

> I completely understand these guys. I can feel their pain (laughter). (Middle Manager, PSF Internet Agency 1 group)

> Yes, that's how consultancy works. (Senior Manager, PSF IT consulting 2 group)

The Internet agency PSF actors confirmed the product focus and the emotional attachment to a project as being of highly identity-establishing in this industry.

> We define ourselves by products, and by products only. (Senior Manager, PSF Internet Agency 1 group)

The counter-ideal of not working together with non-creatives and the client was discussed by the Internet agency PSF actors more controversial whereas the majority of the participants sympathized with these themes.

> I don't think that the we are so against the client. (Senior Manager, PSF Internet Agency 1 group) – Yes, we are! (laughter) (Staff, PSF Internet Agency 1 group)

The leading or supporting role in a service ecosystem was seen as being determined by two factors, duration of the client relationship and firm size. The longer the client relationship and the bigger the firm, the more likely is a claim of a leading role of a PSF.

> I think it makes a big difference if you're a new to the client or if you have a long client relationship and a good standing (Middle Manager, PSF IT consulting 1 group).

> Big consultancies have greater self-confidence, simply because they are bigger. (Staff, PSF IT consulting 2 group)

The IT consulting and system integrator PSF actors underscored efficiency, and a focus on costs as very important for IT consulting and systems integration actors.

> I am not always too accurate. But when it comes to our money, we have to react. (Senior Manager, PSF IT consulting 2 group)

The leading or supporting role was here more connected with the level of expertise of a PSF and not so much with the length of the client relationship.

> As a vendor you always lead by expertise. If they trust your expertise, then you lead.(Staff, PSF IT consulting 1 group)

A recurring topic in line with this discussion was the product (effectiveness) vs. efficiency (process) view. Both, the participants of the IT consulting and systems integration PSFs and the participants of the Internet agency PSFs in the case-external expert focus groups, saw a difference in the focus of the organizational identities. Where Internet agencies actors focus on the product and therefore on effectiveness, the IT consulting and systems integration actors focus on the process and therefore on efficiency.

> As an agency you don't care about efficiency because you judge yourself and will be judged from the outside only by the product. (Middle Manager, PSF Internet Agency 1 group)

> For a consultancy efficiency is king. Of course the project objectives have to be right, but the delivery of a project makes the difference. (Staff, PSF IT consulting 2 group)

Interestingly, the product focus of the Internet agencies in one expert focus group was associated with the G-D logic (firms create value, whereas clients 'consume' (destroy) that value"), and the focus of the IT consulting and systems integration

PSFs was associated with the S-D logic (value co-creation, everything is a service, concept of use-value) as discussed in Section 2.2.2 S-D logic. The expert focus group participants found that the G-D logic of the Internet agencies possibly makes it difficult for the Internet agencies actors to co-create value together with other non-creative resource integrators. It was debated lively if a PSF organizational identity could embrace the two elements, effectiveness and efficiency, product, and process.

> You can't have it both ways. We produce for the client. Not with the client. (Senior Manager, PSF Internet Agency 2 group)

> We try to balance outcome and efficiency. As well as integrating the client. But that's not always easy. (Middle Manager, PSF IT consulting 1 group)

The different resource integration modes of the researched case were seen as normal in B2B service ecosystem, but a client-led resource integration mode was seen as a rather rare resource integration mode.

> The client should lead if he has superior knowledge in a certain area. But that happens not very often (laughter). (Staff, PSF IT consulting 2 group)

Both, the Internet agency PSF actors and the IT consulting and systems integration PSF actors saw an increasing importance of agile/mixed resource integration modes for B2B service ecosystems. However, some PSF actors reported difficulties with this resource integration mode. The discussion revealed that this might be related to their organizational identities.

> Agile is super hip at the moment. But you have to have this collaborative mind-set. (Middle Manager, PSF Internet Agency group 1)

> If your company doesn't value working closely together with other companies, it will just be very painful. (Staff, PSF IT consulting 1 group)

Another recurring topic was that PSFs and their actors work simultaneously in different B2B service ecosystems with different clients, other PSFs, and with different resource integration modes. The discussion focused on the effects of a PSF working simultaneously in different B2B service ecosystem settings. The general view was that an organizational identity of a PSF cannot be aligned to

different B2B service ecosystem settings simultaneously. However, it was also a prevailing opinion that the B2B service ecosystem of the most important client is very likely the predominant B2B service ecosystem in terms of organizational identity alignment by the PSF.

> If you have to work in to many different settings, your people will get lost and there will be no synergies and reuse in the end. (Senior Manager, PSF IT consulting 2 group)

> Your biggest client has the greatest impact on you as a [PSF]. Just because most people will work in this environment. (Staff, PSF Internet Agency 2 group)

To summarize, the case external PSF group interviews revealed no evidence for alternative explanations regarding organizational identity and resource integration. However, the case-external experts raised additional topics.

4.3.2 Additional topics

The cultural context as an influence on the resource integration and the organizational identity was discussed in one Internet agencies expert focus group. The rejection of collaboration with or excessive proximity to creative non-competent PSFs and the client was viewed as a rather German topic since agencies in the UK or the US are believed to have fewer problems working together with non-creative resource integrators in B2B service ecosystems.

> That's very German. We like to separate things, very old school. The agencies in the UK and the US don't separate between creative and non-creative that much and they integrate the client more often. (Senior Manager, PSF Internet Agency 1 group)

In expert focus groups with IT consulting and systems integration PSFs, two additional topics were raised. One was the legal contract context which could be important for resource integration changes in B2B service ecosystems, namely, the difference between fixed price and time-and-material contracts.

> Agile works well with time-and-materiel contracts. But if I have a fixed price I will try to steer as much as possible. Because in the end I will have all the responsibility. (Middle Manager, PSF IT consulting 1 group).

A second, additional topic was the difference between the business models of the PSFs as it was assumed that IT consulting and systems integration PSFs and Internet agency PSFs have different business models. This points to the business model of a PSF as a possible influence on resource integration changes in B2B service ecosystems.

> They [the Internet Agencies] are just different. They focus on the things that can be seen. We focus on chargeability. (Staff, PSF IT consulting 1 group)

> We sell by cool products. That's our business card. (Middle Manager, PSF Internet Agency 2 group)

To summarize, all PSF actors in the expert focus groups showed great interest in the research. In addition, they confirmed that their situation could be informed by the thesis's findings, as a greater diversity of resource integration modes in B2B service ecosystems in general and agile (mixed) resource integration modes, in particular, are becoming more and more important for PSFs.

The findings of the case-external expert focus groups are summarized in Table 56.

Table 56

Findings of the case-external expert focus groups

Findings of the case-external expert focus groups	
Topic	**Content**
Discussion of the identified themes regarding organizational identities and resource integration modes	• The presented themes, organizational identities, and evaluations of different resource integration modes by the PSFs are comprehensible for the case-external PSF actors. • As PSFs and their actors work simultaneously in different B2B service ecosystems with different clients, other PSFs, and with different resource integration modes they cannot align with every specific B2B service ecosystem. The most important B2B service ecosystem for the specific PSF is most likely the one with the highest alignment.

Findings of the case-external expert focus groups	
Topic	**Content**

Additional topics	• Agile/mixed resource integration modes become more and more important for B2B service ecosystems.
	• Possible additional influences of resource integration in B2B service ecosystems:
	   • National cultures
	   • Contract type
	   • Business models of the PSFs

To summarize, this chapter presented the findings of the analysis of the data using a hermeneutic circle. It first presented the findings of the participant observation consisting of a description of the progression of resource integration within the B2B service ecosystem, the working environment in the B2B service ecosystem, the PSF actors, and presented the personal reflections of the researcher during the observation. Thereafter, based on the in-depth interviews and member check group interviews the findings of the lived experience of the PSF actors were presented for each PSF actor group. In each case the findings presented the organizational identity, the actors' lived experience of different resource integration phases, and the actors' lived experience of the progression of resource integration modes and institutional (mis)alignment. The chapter concluded with the presentation of the case-external expert focus groups, which confirmed the importance and the comprehensibility of the organizational identities and the lived experience of resource integration in a B2B service ecosystem.

The empirical findings can be summarized into four groups. As a first empirical finding, varying organizational identities for all PSFs consisting of different normative as well as cognitive institutional elements could be identified. As a second finding, different RIMs were identified, representing regulative institutional elements. In the course of the project, the client changed the mode of how the providers should work together and hence integrate their and the client's resources three times. The third group of findings relates to the experience and evaluation of the different RIMs by the various actor groups. Last, the fourth group of findings relates to the experience of the RIM progression by the various actor groups and their resulting behavioural responses

After presenting the findings, the next chapter will discuss the findings in relation to the existing literature and the research questions of this thesis.

5   Discussion

This chapter discusses the findings presented in the previous chapter with regard to the existing literature and the research questions of the thesis:

Research Question 1: How are actors' organizational identities related to resource integration in a B2B service ecosystem?

Research Question 2: How are actors' organizational identities related to different resource integration modes in a B2B service ecosystem?

Research Question 3: How do actors respond to experienced institutional misalignments between their organizational identities and the resource integration modes in a B2B service ecosystem?

In answering these research questions, Section 5.1 of this chapter first discusses the relation of organizational identities to resource integration experience and offers propositions for the relationship of organizational identities as an institutional context and resource integration in B2B service ecosystems.

Subsequently, Section 5.2 describes how actors' organizational identities are related to different resource integration modes in a B2B service ecosystem. Likewise, propositions will be offered, describing the actors' evaluation of different resource integration modes.

Section 5.3 then discusses the actors' response to the institutional misalignments experienced in a B2B service ecosystem, offering propositions regarding the (mis)alignment of institutional elements in a B2B service ecosystem.

This chapter is completed with Section 5.4, which discusses the quality of the research applying general and methodologic-specific evaluation criteria.

5.1   Organizational identity and resource integration experience in B2B service ecosystems

This section discusses the findings in regard to the existing literature and the first research question:

Research Question 1: How are actors' organizational identities related to resource integration in a B2B service ecosystem?

This section is organized in relation to the research question as follows. First, the findings regarding the actors' organizational identities as an institutional context for resource integration are discussed and related to the literature. Based on this discussion, the conceptual framework is refined, and propositions are offered to answer the research questions.

The empirical findings show that all PSF actors had referred to their organizational identity in the form of 'who we are', 'what we do', and 'how we do it/don't do it'. For all PSFs, the organizational identity represents normative-cognitive institutional elements.

The PSF Iota actors narrated their organizational identity as artists who value a product focus and an emotional attachment to their products. The norms of the PSF Iota actors consist of several counter-narratives. The PSF Iota actors reject a mercenary mentality and a process orientation. They wish to collaborate with PSFs who are also from the creative industry, thus, rejecting a collaboration with PSFs from other industries and especially with the client. The PSF Iota actors take a leading role in a B2B service ecosystem for granted, as well as working at the agency.

The PSF Gamma actors narrated their identity similarly as "creators" who value a product focus and idealism regarding their products. The norms of the PSF Gamma actors consist also of counter-narratives, a mercenary mentality and a rejection of collaboration with PSFs and clients who are not from the creative industry. The PSF Gamma actors take a supporting role in a B2B service ecosystem for granted, as well as working at the agency.

As for the PSF Alpha actors, their organizational identity is that of an efficient ruler of projects. They value efficiency and proactiveness. The norms of the PSF

Alpha actors are to act pragmatically with personal leeway and with a strong sales orientation. The PSF Alpha actors take a leading role in a B2B service ecosystem for granted as well as working at the client.

The PSF Tau actors narrated their identity as an efficient supplier of individual experts. They value a client focus and individual expertise. The norms of the PSF Tau actors consist of pragmatism and a strong sales orientation. The PSF Tau actors take a supporting role in a B2B service ecosystem for granted as well as working at the client.

The different normative-cognitive institutional elements of the different PSF actors' organizational identities are summarized in Table 57.

Table 57

Normative-cognitive institutional elements of the different PSF actors'
organizational identities

PSF	Normative-cognitive institutional elements		
	Values	**Norms**	**Taken-for-grantedness**
Iota	• Product focus • Emotional attachment	• No mercenary mentality • No process orientation • No collaboration with or excessive proximity to other PSFs or the client who are not from the creative industry	• Leading role • Working at the agency
Gamma	• Product focus • Idealism	• No mercenary mentality • No collaboration with or excessive proximity to other PSFs or the client who are not from the creative industry	• Supporting role • Working at the agency
Alpha	• Efficiency focus • Proactive	• Pragmatic with personal leeway • Sales orientation	• Leading role • Working at the client
Tau	• Client focus • Individual expertise	• Pragmatic • Sales orientation	• Supporting role • Working at the client

The findings thus support the view on organizational identity as a shared understanding of the organization's members (Dennis A. Gioia & Hamilton, 2016; Dennis A. Gioia et al., 2000), a shared construct of meaning that creates a collective frame of reference (Cornelissen et al., 2016).

The findings also empirically underscore the performative function of organizational identity (Seidl, 2005) and support the view of Glynn (2008) who stresses the expectations that come with institutionalized identities about how actors should perform. The findings support the view that institutionalized

organizational identities provide appropriateness of behaviour (Besharov & Brickson, 2016; Glynn, 2017), as counter-narratives indicate the inappropriateness of behaviour (Norlyk, 2017). In addition, the findings confirm the views of Nag et al. (2007), Scott (2014) and Smets et al. (2015), who view organizational identities as a normative and cognitive basis for collective action. To summarize, the findings empirically confirm the view of organizational identities as a performative and institutionalized function.

Regarding resource integration, the findings support the view of resource integration as an experience (Kleinaltenkamp et al., 2012) which is shared between actors (Peters et al., 2014).

The findings support the view that resource integration is purposeful and intentional (Findsrud et al., 2016) in order to accomplish something desirable (Koskela-Huotari & Vargo, 2016). In addition, the findings, in particular, show that resource integration is determined by the actors' motivation (Edvardsson et al., 2014; Koskela-Huotari & Vargo, 2016; Vargo & Akaka, 2012), supporting the view of resource integration as a micro-level performance of actors with agency (Edvardsson et al., 2014; Kleinaltenkamp et al., 2012; Storbacka et al., 2016).

The findings also provide evidence for the view that resource integration is guided by the institutional context (Edvardsson et al., 2014; Koskela-Huotari & Vargo, 2016) and that this context becomes the main driving force for resource integration (Colurcio et al., 2016; Storbacka et al., 2016).

As a new finding, the empirical research specifies the institutional context of resource integration in a B2B service ecosystem on an organizational micro level by providing the notion of resource integration as an organizational identity enactment. The actors in the B2B service ecosystem try to enact their institutionalized organizational identities by resource integration. The empirical research shows that organizational identities provide normative-cognitive institutional elements (norms, values, taken for grantedness) for resource integration. These institutional elements are a reference for an appropriate resource integration as an organizational identity enactment in the views of the different actor groups.

Based on these findings, the conceptual framework introduced in Section 2.8 can be refined regarding the organizational identity and resource integration experience. A resource integration experience can be seen as an organizational identity enactment experience.

The refined conceptual framework based on the discussion regarding Research Question 1 is depicted in Figure 41.
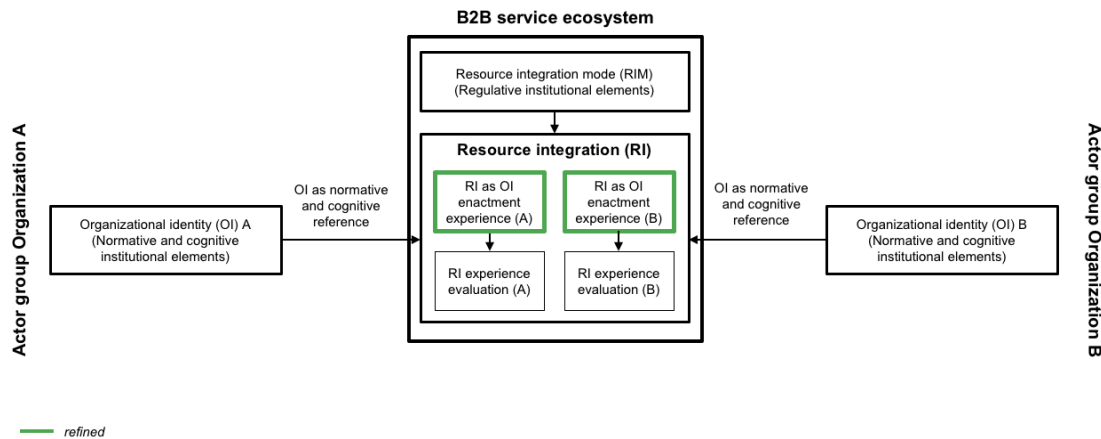
Figure 41   Refined conceptual framework after discussion of Research Question 1

Based on the discussion regarding the first research question, the thesis can offer the following proposition:

Proposition 1: Resource integration in a B2B service ecosystem is an organizational identity enactment.

This section has discussed the understanding gained regarding how organizational identity as an institutional context is related to resource integration in a B2B service ecosystem.

After discussing the general relationship between organizational identity as an institutional context for resource integration for value co-creation in B2B service ecosystems, the next section will discuss the findings regarding the second research question.

5.2   Organizational identities and resource integration evaluation in B2B service ecosystems

This section discusses the findings of this thesis in regard to the existing literature and the second research questions:

> Research Question 2: How are actors' organizational identities related to different resource integration modes in a B2B service ecosystem?

This section is organized in relation to the research question as follows. First, the findings regarding actors' organizational identities and resource integration modes are discussed and related to the literature. Based on this discussion, the conceptual framework is refined and propositions are offered to answer the research questions.

In answering the first research question in the previous section, it has been shown that the actors experience a resource integration into the B2B service ecosystem as an organizational identity enactment. The findings regarding the second research question support the view that this resource integration as an organizational identity enactment experience is evaluated in relation to the resource integration modes in the B2B service ecosystem. This resource integration experience evaluation is based on two dimensions, first, the degree of institutional (mis)alignment between the organizational identity and the resource integration mode and second, the feedback for the organizational identity based on the institutional (mis)alignment. This feedback for the organizational identity can be a reinforcement in the case of a full institutional alignment, a stretch of the organizational identity in the case of a partial institutional alignment, or a threat to the organizational identity in the case of a high institutional misalignment. A threat to the organizational identity can be further distinguished according to the threat's strength, low or high.

This relationship between organizational identity and resource integration modes can be shown by the organizational identity enactment within the different resource integration modes – separated, mixed teams, and client-led – for the different PSF actor groups, which each lead to a different evaluation of the resource integration modes.

RIM1 – separated

The PSF Iota actors experience the resource integration when working in separate teams as highly valuable because it supports a full enactment of all organizational identity-based normative-cognitive institutional elements: focussing on the product, working at the agency, being in a leading role, and emotionally attached to a project. 'RIM1 – separated' assures the absence of all counter-ideal norms: a mercenary mentality, a process orientation, and a collaboration with, or in excessive proximity to, PSFs and the client who are not from the creative industry.

This is similar to the experience of the PSF Gamma actors. The PSF Gamma actors also experience the resource integration mode RIM1 as highly valuable because it prevents them from experiencing all counter-ideal norms: a mercenary mentality and a collaboration with, or in excessive proximity to, PSFs and the client who are not from the creative industry. In addition, 'RIM1 – separated' supports the enactment of an idealistic creator organizational identity who works at the agency.

Also, for the PSF Alpha actors, the resource integration mode 'RIM1 – separated' is experienced as highly valuable. By working in separate teams, the PSF Alpha actors can enact their organizational identity-based normative-cognitive institutional elements as an efficient ruler of projects in a leading role with a focus on efficiency. They can act proactive, pragmatic with personal leeway, and sales-orientated. However, they do not work at the client in this resource integration mode.

On the contrary, and different to the other PSF actor groups, the PSF Tau actors evaluate the resource integration mode 'RIM1 – separated' as being only mid-value. By 'RIM1 – separated', the PSF Tau actors cannot enact their organizational identity as an individual expert with a focus on the client. Also, they cannot work on the client side. However, they are able to enact their pragmatism and their strong sales orientation.

The experience of the resource integration mode 'RIM1 – separated' by the PSF actors in terms of a (mis)alignment of organizational identity-based normative-cognitive elements is summarized in Table 58.

Table 58

(Mis)alignment of normative-cognitive institutional elements in 'RIM1 –
separated'

PSF actors	RIM1 – separated	
	Aligned institutional elements	**Misaligned institutional elements**
PSF Iota	- Product focus - Emotional attachment - No mercenary mentality - No process orientation - No collaboration with or excessive proximity to other PSFs or the client who are not from the creative industry - Leading role - Working at the agency	n.a.
PSF Gamma	- Product focus - Idealism - No mercenary mentality - No collaboration with or excessive proximity to other PSFs or the client who are not from the creative industry - Supporting role - Working at the agency	n.a.
PSF Alpha	- Efficiency focus - Proactive - Pragmatic with personal leeway - Sales orientation - Leading role	Working at the client
PSF Tau	- Pragmatic - Sales orientation - Supporting role	- Client focus - Individual expertise - Working at the client

RIM2 – mixed teams

Different to 'RI – separated', the PSF Tau actors experience the resource
integration mode 'RIM2 – mixed', i.e. the working in mixed teams with other PSF
actors, as highly valuable. The regulative institutional elements of this resource
integration mode are aligned with all normative-cognitive institutional elements:

being an individual expert with a focus on the client in a supporting role, being pragmatic, sales-oriented, and working at the client.

In sharp contrast, the PSF Iota actors experience the resource integration in mixed teams as being of low value as it forces the PSF Iota actors to enact the counter-ideal normative-cognitive institutional elements. In this resource integration mode, they have to work in collaboration with, or in excessive proximity to, PSFs at the client who are not from the creative industry. The working in mixed teams is experienced as process-oriented and in addition, with a political decision-making that is associated with a mercenary mentality by the PSF Iota actors. The only counter-ideal institutional element that is not enacted with 'RIM2 – mixed' is a collaboration with, or an excessive proximity to, the client.

Structurally, PSF Gamma actors experienced 'RIM2 – mixed' similarly as the PSF Iota actors, but not as strongly. The PSF Gamma actors still experienced some value in the resource integration mode 'RIM2 – mixed' since, in contrast to the PSF Iota actors, the PSF Gamma actors could enact their supportive role in 'RIM2 – mixed'. But identical to the PSF Iota actors, the PSF Gamma actors also associated the working in mixed teams with their organizational identity, counter-narrative institutional elements of mercenary mentality, and in collaboration with, or in excessive proximity to, PSFs who are not from the creative industry.

The PSF Alpha actors also experienced 'RIM2 – mixed' as being of mid-value. The resource integration mode 'RIM2 – mixed' prevented the PSF Alpha actors from enacting their normative-cognitive institutional elements of focussing on efficiency in a leading role. However, meeting the demand of the client in terms of resource integration is experienced as valuable by the PSF Alpha actors as the sales orientation component of their organizational identity can be enacted. In addition, they can still enact their organizational identity as being proactive and pragmatic with personal leeway.

The experience of the resource integration mode 'RIM2 – mixed' by the PSF actors, in terms of a (mis)alignment of organizational identity-based normative-cognitive elements, is summarized in Table 59.

Table 59

(Mis)alignment of normative-cognitive institutional elements in 'RIM2 – mixed'

PSF actors	RIM2 – mixed	
	Aligned institutional elements	**Misaligned institutional elements**
PSF Iota	• No collaboration with or excessive proximity to the client	• Product focus • Emotional attachment • No mercenary mentality • No process orientation • No collaboration with or excessive proximity to other PSFs or the client who are not from the creative industry • In a leading role • Working at the agency
PSF Gamma	• No collaboration with or excessive proximity to the client • In a supporting role	• Product focus • Idealism • No mercenary mentality • No collaboration with or excessive proximity to other PSFs or the client who are not from the creative industry • Working at the agency
PSF Alpha	• Proactive • Pragmatic with personal leeway • Sales orientation • Working at the client	• Efficiency focus • Leading role
PSF Tau	• Client focus • Individual expertise • Pragmatic • Sales orientation • Supporting role • Working at the client	n.a.

RIM3 – client-led

The 'RIM3 – client-led' mode is experienced as being of low value by all PSF actors except the PSF Tau actors. This is experienced most strongly by the PSF Iota actors who clearly rejected 'RIM3 – client-led' as a result of the specific leadership on the part of the client. This resource integration mode represents the counter-narrative of the PSF Iota actors. Thus, the resource integration mode

'RIM3 – client-led' forces them to enact the opposite of their organizational identity: not focussing in the product, not being emotionally attached, working at the client, not being in a leading role, a mercenary mentality, a process orientation, and a collaboration with or excessive proximity to PSFs and the client who are not from the creative industry. Thus, for the PSF Iota actors, this resource integration mode is of negative value, i.e. value co-destruction.

Identical to the experiences of 'RIM1 – separated' and 'RIM2 – mixed', the PSF Gamma actors experienced 'RIM3 – client-led' as structurally similar to the PSF Iota actors. But the PSF Gamma actors do not reject 'RIM3 – client-led' as vehemently as the PSF Iota actors do. RIM3 enforces them to enact their organizational identity counter-narrative, working at the client, mercenary mentality, and collaboration with or in excessive proximity to PSFs and the client who are not from the creative industry. But the PSF Gamma actors are still able to enact their supporting role. Thus, for the PSF Gamma actors, 'RIM3 – client-led' is of low value.

The PSF Alpha actors also experienced 'RIM3 – client-led' as being of low value. The regulative institutional elements of this resource integration mode prevent the PSF Alpha actors from enacting their organizational identity of taking responsibility for a project with a cost focus in a leading role and of being proactive. But 'RIM3 – separated' still enables the enactment of the PSF Alpha actors' organizational identity to be pragmatic with personal leeway and to be sales-orientated.

Similar, the PSF Tau actors experience resource integration form 'RIM3 – client-led' as mid-value since the regulative institutional elements enable the enactment of their organizational identity to focus on the client in a supporting role and being pragmatic and sales-orientated. But 'RIM3 – client-led' prevented the PSF Tau actors from enacting their individual expertise.

The experience of the resource integration mode 'RIM3 – client-led' by the PSF actors, in terms of a (mis)alignment of organizational identity-based normative-cognitive elements, is summarized in Table 60.

Table 60

(Mis)alignment of normative-cognitive institutional elements in
'RIM3 – client-led'

PSF actors	RIM3 – client-led	
	Aligned institutional elements	**Misaligned institutional elements**
PSF Iota	n.a.	• Product focus • Emotional attachment • No mercenary mentality • No process orientation • No collaboration with or excessive proximity to other PSFs or the client who are not from the creative industry • In a leading role • Working at the agency
PSF Gamma	• Supporting role	• Product focus • Idealism • No mercenary mentality • No collaboration with or excessive proximity to other PSFs or the client who are not from the creative industry • Working at the agency
PSF Alpha	• Pragmatic with personal leeway • Sales orientation • Working at the client	• Efficiency focus • Proactive • Leading role
PSF Tau	• Client focus • Pragmatic • Sales orientation • Supporting role • Working at the client	• Individual expertise

The findings provide evidence for the view that an institutional misalignment can be experienced by the different actor groups in a B2B service ecosystem as a stretch of the organizational identity, or as a threat to the organizational identity. A threat to the organizational identity can vary in its strength, low or high. This experienced feedback on the organizational identity based on the resource

integration experience leads to the evaluation of the resource integration experience.

Thus, an institutional alignment between the organizational identity and the resource integration mode leads to a high evaluation of resource integration in a B2B service ecosystem as it reinforces the organizational identity. An experienced misalignment, on the other hand, stretches or threatens the organizational identity. An experienced stretch leads to mid-value and an experienced threat to low or even negative value, depending on the experienced strength of the organizational identity threat.

The findings offer support for the view that the experienced strength of an organizational identity threat, besides the degree of misalignment, is dependent on the progression of the resource integration modes in the B2B service ecosystem in relation to the organizational identity.

The identified themes of the experienced progression of resource integration modes show this relationship. Table 61 summarizes the lived experience of the progression of resource integration modes in the B2B service ecosystem.

Table 61

Lived experience of the progression of resource integration modes in the B2B service ecosystem

	Lived experience of the progression of resource integration modes
PSF	**Theme**
PSF Iota	"This is a real insult to have to accept something that's gone" (insulting injustice).
PSF Gamma	"You've resigned internally!" (inner resignation)
PSF Alpha	"Let them dabble away for a bit" (expectant sitting-out)
PSF Tau	"We supplied people, we billed for people" (little steering expenditure)

The PSF Iota actors experienced the changes of resource integration modes in the B2B service ecosystem very strongly, as an insulting injustice. For the PSF Iota actors, the experienced resource integration changed from institutional alignment / organizational identity reinforcement, and consequently high value in RIM1, to institutional misalignment / organizational identity threat and consequently low value in RIM2. The RIM3 that followed exacerbated the institutional misalignment and increased the strength of the organizational identity threat, leading to negative value.

Similar but less strongly, the PSF Gamma actors experienced the progression of the resource integration modes RIM2 to RIM3 as inner resignation. For the PSF Gamma actors, the resource integration experience changed from an institutional misalignment / organizational identity stretch, and consequently a mid-value in RIM2, to an institutional misalignment/organizational identity threat and consequently a low value in RIM3. The following RIM1 ended the organizational identity threat, reinforced the organizational identity due to institutional alignment, and led to high value.

The PSF Alpha actors experienced the progression of resource integration modes as severe but were expectantly sitting-out the changes. For the PSF Alpha actors, the resource integration experienced changed from institutional alignment / organizational identity reinforcement and high value in RIM1 to institutional misalignment / organizational identity stretch and consequently low value in RIM2, to institutional misalignment / organizational identity threat and consequently low value in RIM3. The following RIM1 ended the organizational identity threat, reinforced the organizational identity due to institutional alignment, and led to high value again.

Different than all other PSF actors, the PSF Tau actors experienced the progression as less strong with little steering expenditure. For the PSF Gamma actors, the resource integration experience changed from institutional alignment / organizational identity reinforcement, and consequently high value in RIM2, to institutional misalignment / organizational identity stretch and consequently mid-value in RIM3. The following RIM1 was experienced as organizational institutional misalignment / organizational identity stretch and also mid-value.

The relationship between institutional (mis)alignment, feedback on organizational identities, and resource integration mode evaluation in the B2B service ecosystem is summarized in Table 62.

Table 62

Evaluation of different resource integration modes and degree of institutional elements' alignment

Evaluation of institutional elements' alignment, organizational identity feedback, and resource integration mode		RI modes		
PSF		**RIM1 – separated**	**RIM2 – mixed**	**RIM3 – client-led**
PSF Iota	**Institutional alignment**	*Alignment*	*Misalignment*	*Misalignment*
	Organizational identity feedback	*Reinforcement*	*Threat*	*Threat, high strength*
	RI mode evaluation	*High value*	*Low value*	*Negative value*
PSF Gamma	**Institutional alignment**	*Alignment*	*Misalignment*	*Misalignment*
	Organizational identity feedback	*Reinforcement*	*Stretch*	*Threat*
	RI mode evaluation	*High value*	*Mid-value*	*Low value*
PSF Alpha	**Institutional alignment**	*Alignment*	*Misalignment*	*Misalignment*
	Organizational identity feedback	*Reinforcement*	*Stretch*	*Threat*
	RI mode evaluation	*High value*	*Mid-value*	*Low value*
PSF Tau	**Institutional alignment**	*Misalignment*	*Alignment*	*Misalignment*
	Organizational identity feedback	*Stretch*	*Reinforcement*	*Stretch*
	RI mode evaluation	*Mid-value*	*High value*	*Mid-value*

The changes of resource integration modes and the degree of institutional (mis)alignment in the B2B service ecosystem by the client by changing the regulative institutional modes from RIM1, to Rim2, to RIM3, and back to RIM1 again can be interpreted as follows. As the change from RIM1 to RIM2 was driven by the strategic intention to increase the speed to come up with a solution outline. Hence, the strategic intent was innovation. Different to the first change, the change from RIM2 to RIM3 aimed at increasing the operational efficiency. Based on the empirical results, it can be stated that the first change from RIM1 to RIM2 was a meaningful decision as the institutional complexity was indeed increased by this reframing of the regulative intuitional setting. It increased the institutional tension by stretching PSF organizational identities (PSF Gamma and PSF Alpha) and threatened a PSF organizational identity (PSF Iota). This led to the development of a releasable solution for the client.

In contrast, the client's decision to change the resource integration mode from RIM2 to RIM3 was counter the intention of increasing the operational efficiency and thus to speed up the operational processes as the institutional complexity was increased instead of decreased. The change further increased the institutional tension by strongly threatening one organizational identity (PSF Iota), threatening two organizational identities (PSF Gamma and PSF Alpha), and stretching the organizational identity of PSF Tau. The change from RIM3 to RIM1 then decreased the institutional complexity.

Thereby, the findings of this thesis offer strong empirical support for the view that a service ecosystem consists of multiple and sometimes opposed institutional arrangements (Koskela-Huotari & Vargo, 2016; Vargo et al., 2017) and that multiple organizational identities guide resource integration in a B2B service ecosystem simultaneously (Koskela-Huotari & Vargo, 2016).

The findings also support the view of Scott (2014) who argues that misaligned institutional elements (regulative, normative, cognitive) exhibit confusion and conflict. Similar, the findings confirm the view of Anthony and Tripsas (2016, p. 418) who state that "conflict and dysfunction arise when organizational members engage in behaviours that violate the expectations of organizational identity". Especially in the case of PSF Iota and PSF Gamma, the findings confirm the view

of Norlyk (2017, p. 156) who states that organizational identity counter-narratives appear when professional norms are being questioned or threatened".

The findings provide evidence for the view that external changes can be experienced as a stretch of the organizational identity (Anthony & Tripsas, 2016) or as a threat to the organizational identity (Petriglieri & Devine, 2016). The findings show that the experienced strength of an organizational identity threat becomes high when the threat continuous (Petriglieri & Devine, 2016).

The findings also support the view that external changes that impede or prevent the organizational identity enactment are experienced as low or even negative value (Brickson & Akinlade, 2015; Kirchner, 2010). Similar, the findings empirically support the view of Karpen and Kleinaltenkamp (in-press) who argue that institutional misalignment in service ecosystems leads to low or even negative value-in-use.

The findings empirically add to these views the detailing of the relationship between the different organizational identity-based regulative, normative, and cognitive institutional elements. Thus, substantially enhancing the view of institutions as 'rules for resource integration' (Koskela-Huotari et al., 2016). In addition, the findings detail the view of service ecosystem research on conflicting institutional elements (Karpen & Kleinaltenkamp, in-press; Kleinaltenkamp, in-press; Koskela-Huotari & Vargo, 2016). It can be shown that a conflict of institutional elements in a B2B service ecosystem does not occur directly between the multiple actor groups or firms. Instead, institutional conflicts occur between the actor group-specific normative-cognitive institutional elements and the regulative institutional elements of the B2B service ecosystem, provided by the resource integration modes.

The findings provide evidence for the view that the resource integration experience evaluation is an evaluation of the degree of institutional (mis)alignment of the normative-cognitive institutional elements of an actors' organizational identity and the regulative institutional elements of the resource integration mode. An alignment of institutional elements leads to high value and vice versa, a misalignment of institutional element causes low value. An

institutional misalignment that is experienced as a strong threat to the organizational identity leads to negative value for the actors.

These findings, however, offer no empirical support for the view that a service ecosystem necessarily needs shared institutions (Koskela-Huotari & Vargo, 2016; Lusch & Vargo, 2014) or that aligned institutional arrangements are essential for service ecosystems (Karpen & Kleinaltenkamp, in-press). On the contrary, the findings provide evidence for the view that the organizational identity-based normative and cognitive institutional elements may vary significantly between the different actor groups within a B2B service ecosystem at any given time.

The findings also support the view that a misalignment of institutional elements and thus the institutional tension in a B2B service ecosystem is not necessarily negative but must be reacted to the strategic targets of the B2B service ecosystem. However, if the institutional tension becomes too strong, the institutional conflict may become dysfunctional.

In addition, the findings provide evidence for the view that a change of resource integration mode in a B2B service ecosystem could significantly change the (mis)alignment of the institutional elements and consequently the co-created value-in-use for the different actor groups. This points to the high importance of resource integration modes, i.e. the regulative institutional elements for a service ecosystem.

Based on these findings the conceptual framework can be further refined regarding organizational identity and resource integration modes. The evaluation of the resource integration experience is based on the institutional (mis)alignment between the organizational identity-based normative and cognitive institutional elements and the regulative institutional elements of the resource integration modes. The different resource integration experiences are evaluated as either an organizational identity reinforcement, an organizational identity stretch, or a threat to the organizational identity.

The refined conceptual framework based on the discussion regarding Research Question 2 is depicted in Figure 42.

B2B service ecosystem

Resource integration mode (RIM)
(Regulative institutional elements)

RIM 1   RIM 2   RIM n

Institutional (mis)alignment

Resource integration (RI)

RI as OI enactment experience (A)   RI as OI enactment experience (B)

RI experience evaluation (A)   RI experience evaluation (B)

Actor group Organization A

Institutional (mis)alignment

OI as normative and cognitive reference

Organizational identity (OI) A (Normative and cognitive institutional elements)

OI reinforcement, stretch or threat

OI as normative and cognitive reference

Organizational identity (OI) B (Normative and cognitive institutional elements)

OI reinforcement, stretch or threat

Actor group Organization B

— refined

Figure 42   Refined conceptual framework after discussion of Research Question 2

Based on the discussion regarding the second research question, the thesis can offer the following propositions:

Proposition 2: The evaluation of the resource integration experience as an organizational identity enactment is determined by the alignment of institutional arrangements in a B2B service ecosystem.

Proposition 3: The institutional (mis)alignment in a B2B service ecosystem lead to different resource integration experiences that are evaluated as either an organizational identity reinforcement, an organizational identity stretch, or a threat to the organizational identity.

This section has discussed the understanding gained from regarding how actors' organizational identities as an institutional context are related to different resource integration modes in a B2B service ecosystem.

After discussing the relationship between organizational identities and resource integration modes in B2B service ecosystems, the next section will discuss the findings regarding the third research question.

5.3 Organizational identity and institutional alignment in B2B service ecosystems

This section discusses the findings presented in the previous chapter with regard to the existing literature and the third research question of the thesis:

Research Question 3: How do actors respond to experienced institutional misalignments between their organizational identities and the resource integration modes in a B2B service ecosystem?

This section is organized in relation to the research question as follows. First, the findings regarding actors' response to experienced institutional misalignment are discussed and related to the literature. Based on this discussion, the conceptual framework is being refined and propositions are offered to answer the research questions.

The findings support the view that all PSF actor groups had experienced institutional misalignment during the progression of the B2B service ecosystem. The experience of misalignment differed, however, in the experienced degree of misalignment. The PSF Iota actors experienced the institutional misalignment of RIM2 and RIM3 as a threat and a high threat to their organizational identity. The PSF Gamma actors and PSF Alpha actors experienced institutional misalignment also in RIM2 and RIM3 but as organizational stretch or organizational threat respectively. The PSF Tau actors experienced institutional misalignment in RIM1 and RIM3, but only as organizational identity stretch.

Even though all PSF actor groups experienced the resource integration modes in the B2B service ecosystem negatively at some point of time, no PSF actor group had aligned its organizational identity to the changing resource integration mode, nor did they actively leave the B2B service ecosystem. This is especially remarkable for the PSF actors of the PSFs Iota, Gamma, and Alpha, as their realized value-in-use steadily declined over a long period of time from RIM1, to RIM2, to RIM3. Thus, the PSF actors who experienced a decline in resource integration experience value due to institutional misalignment accepted this low or even negative value in the long term. The non-alignment of the organizational identity-based institutional elements to the changing regulative institutional elements of the B2B service ecosystem has been underscored by the response

of the PSF actors. Regarding the PSF Iota actors there was only an insufficient mobilization effort to change the RIMs. This effort did not reach a sufficient bottom-up momentum and was not supported by the PSF Iota management. Prospectively, the PSF Iota actors call for future resistance against mixed teams (RIM2) and client-led resource integration modes (RIM3).

Regarding the PSF Gamma actors, there was no mobilization effort to change the RIMs, neither bottom-up nor top-down. The PSF Gamma actors inwardly resigned until the resource integration changed to a preferred separated resource integration mode (RIM1).

The PSF Alpha management however, tried to convince the client several times to change the RIMs. Even though they were not successful, the PSF Alpha actors expectantly sat out the resource integration that they experienced as negative as the PSF Alpha actors were confident that the inexperienced client would eventually change back to separated resource integration (RIM1).

For the PSF Tau actors, because of the only small changes, there was no need to align the organizational identity-based institutional elements.

The PSF actors' response to the experienced institutional misalignment is summarized in Table 63.

Table 63

PSF actors' response to the experienced institutional misalignment

PSF actors' response to the experienced institutional misalignment		
PSF	**Lived experience**	**Response**
PSF Iota	High threat ('Insulting injustice')	• Institutional non-alignment • Insufficient bottom-up mobilization effort • Call for future resistance against mixed and client-led resource integration
PSF Gamma	Threat ('Inner resignation')	• Institutional non-alignment • No mobilization effort • Inner resignation until resource integration changed to a preferred separated resource integration form
PSF Alpha	Threat ('expectant sitting-out')	• Institutional non-alignment • Sufficient top-down mobilization effort • Confidence that the inexperienced client will eventually change back the resource integration to separated resource integration
PSF Tau	Stretch ('little steering expenditure')	• No need for an alignment as all resource integration forms are experienced as at least mid-value.

The findings offer support for the view of Petriglieri and Devine (2016) that experienced threats to the organizational identity may lead to mobilization efforts of organizational responses, either bottom-up as in the case of the PSFs Iota and Gamma or top-down as in the case of PSF Alpha.

However, the findings do not support the view that a misalignment of the institutional setting causes high tensions that generate innovative behaviours in order to overcome these tensions (Karpen & Kleinaltenkamp, in-press). Instead, the findings provide evidence for the view that the different actor groups do not innovate their organizational identity-based institutional elements but try to mobilize organizational responses to change the resource integration modes in order stabilize their organizational identity.

Thus, the findings strongly support the view that the actors of a service ecosystem do not necessarily align their institutional arrangements to a specific service

ecosystem (Huemer, 2013; Pera et al., 2016). Instead, actors seem to tend to trade-off their organizational identity-based normative-cognitive institutional elements against changing resource integration mode-based regulative institutions in a B2B service ecosystem, accepting low or even negative realized value-in-use even over a long period of time.

The findings support the view that the actors try to mobilize responses against resource integration modes that lead to low or negative value for them. If these mobilization efforts are either insufficient or unsuccessful, the actors stay in in the B2B service ecosystem but use different strategies (sitting-out, inner resignation, call for future resistance) to cope with low or negative realized value due to institutional misalignment.

The findings offer support for the notion that if unmanaged, an at least partial misalignment of organization identity-based institutional arrangements with the resource integration mode-based regulative institutions is the normal and stable case within a B2B service ecosystem of multiple firms.

Based on these findings, the conceptual framework can be further refined in response to an experienced institutional misalignment. If a resource integration mode is experienced as a threat to the organizational identity, the organization will tend to try, either bottom-up and/or top-down, to mobilize an organizational response to influence the resource integration mode-based regulative institutional elements.

The refined conceptual framework based on the discussion regarding Research Question 3 is depicted in Figure 43.
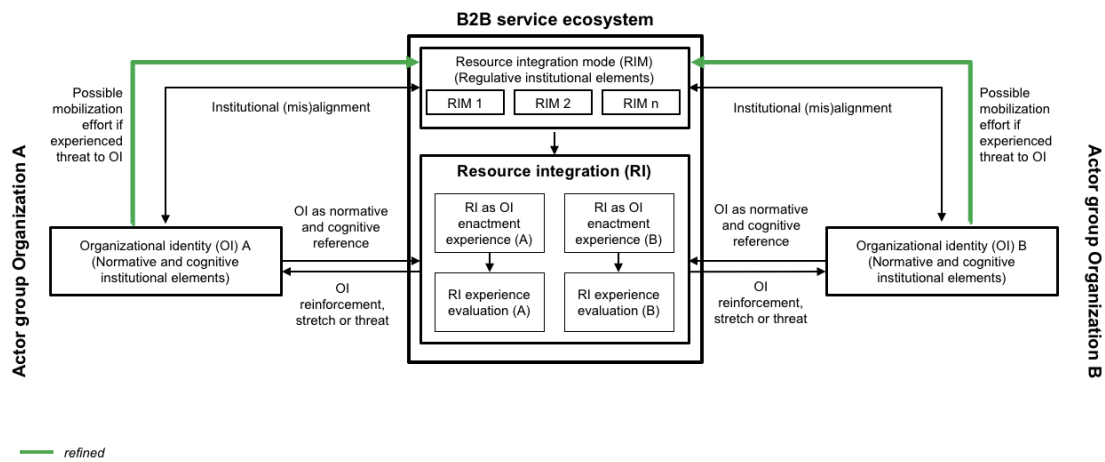
Figure 43   Refined conceptual framework after discussion of Research Question 3

Based on the discussion regarding the third research question, the following propositions can be offered:

Proposition 4: Actors experiencing resource integration as a threat to their organizational identity tend to mobilize an organizational response in order to change unfavourable resource integration modes. If the mobilization efforts are not successful, actors tend to trade off their organizational identity against institutional alignment, accepting low or even negative value.

Proposition 5: An at least partial misalignment of institutional arrangements is the normal case within B2B service ecosystems.

The first three sections of this chapter have discussed the findings presented in the previous chapter. With respect to the existing literature, the discussion answered the research questions of the thesis and offered the propositions describing the impact of organizational identities on resource integration for value co-creation in B2B service ecosystems, leading to a further refinement of the conceptual model as depicted in Figure 44. After discussing the findings, the following section evaluates the quality of the research.

Actor group Organization B
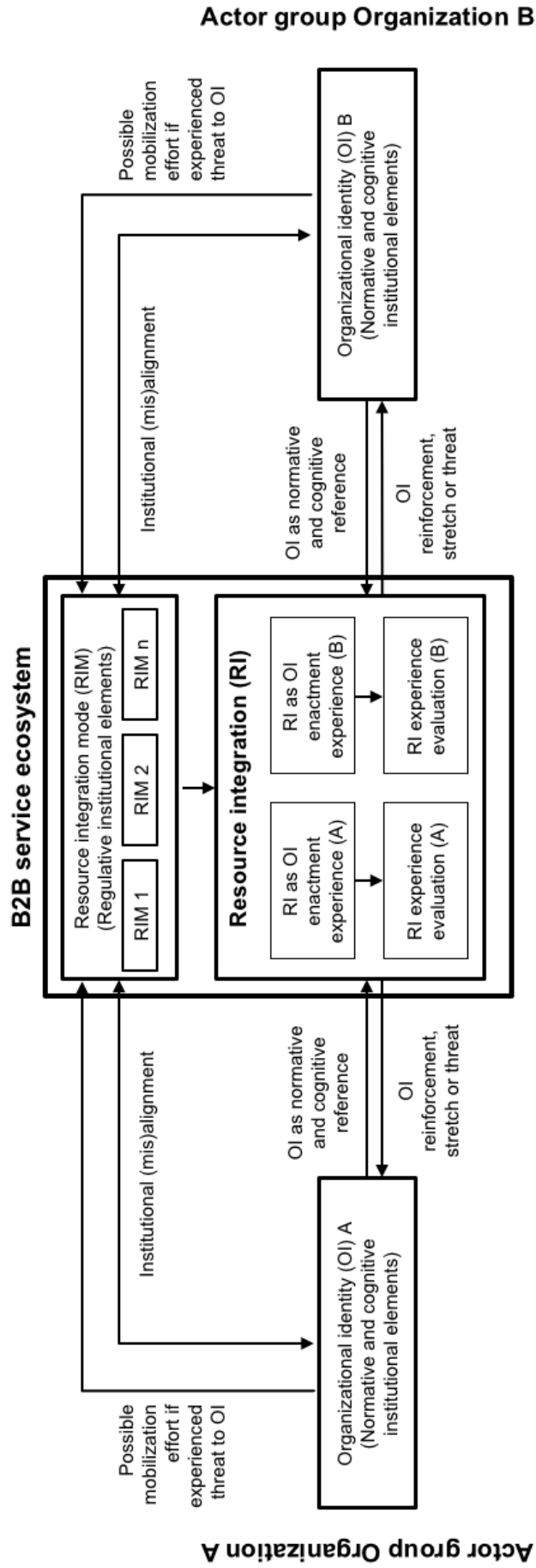
Figure 44   Refined conceptual framework

5.4   Evaluation of the quality of the present thesis

The evaluation of the research quality refers to the concepts of reliability and validity for generalizing the research findings (Lewis, Ritchie, Ormston, & Morrell, 2014). These concepts have been developed for natural sciences and extended to quantitative social sciences. Reliability in natural science and quantitative social science is understood as replicability of the research findings, that is, whether or not the research findings will be repeated in another study, using the same or similar methods (Lewis et al., 2014).

However, scholars within the qualitative paradigm oppose the idea of replicability and argue "that studies can never be repeated and nor would there be any value in attempting to do so" (Lewis et al., 2014, p. 355). This view is shared by interpretive phenomenology scholars as the subjective interpretation by the researcher plays a major role (Finlay, 2009). Also, qualitative case study scholars underscore that the aim is not to produce outcomes that are generalizable to all populations (Hyett et al., 2014) or, as Stake (1995, p. 8) puts it: "the real business of case study is particularization, not generalization".

Due to the difference in research purpose compared to quantitative research, qualitative scholars argue "that the concept of reliability is irrelevant in qualitative research" (Golafshani, 2003, p. 601). However, other qualitative scholars propose that the concept of reliability should not be seen as alien in qualitative research (Lewis et al., 2014) and argue that reliability and validity can be achieved when the research clear defines the procedures that lead to the study's conclusions (Lewis et al., 2014; Seale, 1999). Thus, in the following, the research's reliability and validity will be discussed.

Reliability / Dependability

Guba and Lincoln (1989) refer to the reliability criterion as the dependability that demonstrates which decisions in the research process have been made and why (Symon & Cassel, 2012). Dependability can be achieved "by outlining the decisions made throughout the research process to provide a rationale for the methodological and interpretative judgements of the researcher" (Houghton, Casey, Shaw, & Murphy, 2013, p. 14). Dependability is accomplished when the reader may not share the researcher's interpretation but is able to recognize the

decisions and means by which the researcher has reached his or her interpretation (Houghton et al., 2013).

For the thesis at hand, every decision of the research process – building the conceptual framework, the research design, methods of data collection, and data analysis – has been justified and described in detail, and a rationale for all decisions made during the research process has been given in order to make the decisions fully comprehensible.

Validity

The validity of a study is understood as the correctness or precision of findings or data (Lewis et al., 2014). Seale (2012) distinguishes between measurement validity, internal validity, and external validity. Measurement validity, the "degree to which the measures used successfully capture the concepts they are intended to capture" (Lewis et al., 2014, p. 356) is also referred to as conformability, that is, the accuracy of the data (Houghton et al., 2013).

Measurement validity has been achieved when the phenomena are described "in rich and authentic detail and in ways that reflect the language and the meanings assigned by participants" (Lewis et al., 2014, p. 357).

This thesis has described the lived experience of resource integration in a B2B service ecosystem in relation to organizational identity by actors of PSFs in a rich and authentic way, giving voice to the ones who have had the experience. The thesis has always tried to make use of the language used by the participants to describe resource integration experience as lived by the different actors.

Internal validity is "the extent to which causal statements can be supported by the study" (Lewis et al., 2014, p. 356), that is, how well-grounded the findings of a study are. Guba and Lincoln (1989) refer to this as credibility, that is, the believability of the findings (Houghton et al., 2013). The research demonstrates credibility by a good fit between the constructed realities of the respondents and the reconstructions by the researcher (Symon & Cassel, 2012). Credibility is being achieved through methodological means such as prolonged engagement, triangulation, and member checks (Houghton et al., 2013; Symon & Cassel, 2012). Prolonged engagement is to spend sufficient time in case study sites to gain a full understanding of the phenomena being investigated (Houghton et al.,

2013) and being able to go beyond superficial observation (Symon & Cassel, 2012).

For the thesis at hand, prolonged engagement has been achieved as the author of this thesis has had the opportunity to be a participant observer over a period of two years. Prior to the study, the author of this thesis has also worked in both PSF industries, Internet agency and IT consulting and systems integration and, therefore, has an expert understanding of the jargon used in these industries. This thesis made use of the triangulation of sources as it applied to different methods, participant observation, in-depth interviews, member-check focus groups and expert focus groups, and the data from four different PSFs. The thesis used theory triangulation as it looked at the data from two different theoretical perspectives, S-D logic-informed resource integration and organizational institutionalism-informed organizational identity. In addition, the thesis applied member-check focus groups as an important data collection and data analysis method.

External validity refers to "the extent to which the study's findings can be generalised to a population and/or other settings" (Lewis et al., 2014, p. 356), understood by Guba and Lincoln (1989) as transferability. Transferability can be achieved through thick descriptions (Houghton et al., 2013). Symon and Cassel (2012) recommend that the researcher should not try to demonstrate generalizability to all other contexts. Instead, by providing thick descriptions, "the reader can judge what other (similar) contexts – and particularly whether their own situation – might be informed by the findings" (Symon & Cassel, 2012, p. 207).

This thesis achieved transferability by providing a thick description of the lived experience of the PSF actors. In addition, expert focus groups with PSF actors from outside the studied case have been used in a hermeneutic circle of this research. The case of external PSF actors confirmed the conceptual framework of the thesis and stated that their situation can be informed by the findings.

To summarize, this thesis fulfils the research quality criteria of reliability and validity in qualitative research.

The general evaluation criteria for qualitative research applied to this thesis are summarized in Table 64.

Table 64

General evaluation criteria for qualitative research applied to this thesis

General evaluation criteria	Achieved in this thesis by
Reliability / Dependability	• All decision of the research process – the conceptual framework, the research design, the methods of data collection, and the data analysis – have been justified and described in detail. • A rationale made for all decisions during the research process.
Validity	
Measurement validity / Conformability	• Description of the lived experience of changing resource integration modes in relation to organizational identity in a rich and authentic way. • The thesis makes use of the language used by the participants to describe resource integration and organizational identity as lived by the actors.
Internal validity / Credibility	• Prolonged engagement has been achieved by participant observation with a considerable amount of time spent on the case study site. • The author of this thesis has worked in both PSF industries of the study, Internet agency and IT consulting and systems integration, and has an expert understanding of the jargon used in these industries. • Theory triangulation has been achieved by applying two different theoretical perspectives, S-D logic-informed resource integration and organizational identity. • The thesis applied member checks as an important data collection and data analysis method.
External validity / Transferability	• Confirmation of the conceptual framework by four expert focus groups with PSF actors from outside the studied case. • PSF actors from outside the studied case stated that their situation can be informed by the thesis's findings.

In addition to these general quality criteria for qualitative research, quality criteria have been developed for judging specific research approaches. For this thesis, quality criteria for interpretive phenomenology and qualitative case study are of interest.

In the case of interpretive phenomenology, Conroy (2003) provides four points for testing the rigour of interpretive phenomenology research. The first point is truth value, which has been achieved if the participants are able to review their narratives and comment on the interpretation of themes in and across their own narratives. During the member-check focus groups, all participants were able to review their narratives and were actively asked to comment on the themes and the interpretation of themes.

The second point is applicability, which is confirmed by the interest shown by all participants and the greater community. Interest in the thesis and its findings have been shown by all participants in the study, both by the PSF actors within the case as well as by the PSFs outside the case. All PSF actors participated readily in the in-depth interviews and the member-check focus groups. Likewise, the PSF actors from outside the case showed great interest in the thesis's findings.

Also, the greater academic community has shown interest in the research as the findings have been selected for, presented, and discussed at three major S-D logics-related conferences (Service Systems Forum, Venice 2016; SERVSIG 2016, Maastricht; 5th Naples Forum on Service, 2017). In addition, the research has been accepted for a double-blind peer review process aiming for a publication in an academic journal.

The third point is consistency, which is ensured when there is a coherent format for all participants. For the data collection and data analysis, there has been a coherent format for all participants.

The fourth point is neutrality. This is aided by the blind reading of the narrative and interview texts by external second readers. This is admittedly the only quality criterion that hasn't been fully met. Two thesis supervisors with no connection to the case or the PSF industries have read the themes and interpretations, however not the complete body of the transcribed data.

The quality criteria for interpretive phenomenology research are summarized in Table 65.

Table 65

Quality criteria for interpretive phenomenology research (Conroy, 2003)

Quality criteria for interpretive phenomenology research	Achieved in this thesis by
Truth value	• All participants were able to review their narratives and were actively asked to comment on the interpretation of themes in the member-check group interviews and individually if desired.
Applicability	• Interest has been shown by all participants in the study, both by the PSF actors as well as by the PSFs outside the case. • The research has been selected for presentation at three major S-D logics-related conferences. • The research has been accepted for a double-blind peer review process, aiming for a journal publication.
Consistency	• There has been a coherent format for all participants.
Neutrality	• Not fully met. However, two supervisors with no connection to the case or the PSF industries have read the narratives and themes, although not the complete body of the transcribed data.

Regarding quality of qualitative case study research, Hyett et al. (2014) state that especially case study research has been unnecessarily devaluated by comparisons with statistical methods (Eisenhardt, 1989; Flyvbjerg, 2006), but they also request a well-informed framework to guide a case study.

In order to develop such a suitable framework, Hyett et al. (2014) developed a checklist using the quality criteria proposed by Stake (1995) and added the quality criteria of Merriam (1998) and Cresswell (2013). This checklist adds up to twelve questions, summarized in Table 66.

Table 66

Quality criteria for qualitative case study research

Quality criteria for qualitative case study research	Achieved in this thesis by
Is the case adequately defined?	• Case selection has been described in detail.
Is there a sense of story to the presentation?	• The development of the project network and especially the changing resource integration has been described in detail.
Is the reader provided with some vicarious experience?	• The experiences of the different PSF actors have been provided in rich detail.
Has adequate attention been paid to various contexts?	• The organizational identity contexts of the different PSFs have been described in rich detail.
Were data sources well-chosen and sufficient in number?	• The data sources consist of four sources: in-depth interviews, participant observation, member-check group interviews, and case-external expert focus groups. • Informants for the in-depth interviews have been selected until new informants revealed no new findings and meanings from all previous narratives became redundant.
Do observations and interpretations appear to have been triangulated?	• Triangulation has been done by multiple analysis and theory triangulation as has been discussed above.
Is the role and point of view of the researcher nicely apparent?	• The point of view of the researcher has been apparent throughout the complete thesis.
Is empathy shown for all sides?	• The researcher showed empathy for all researched PSFs.
Is the case study particular?	• The case study is particular as resource integration changed three times in a considerably short period of time.
Is the case study descriptive?	• The development of the project network and especially the changing resource integration has been described in detail.

Quality criteria for qualitative case study research	Achieved in this thesis by
Is the case study heuristic?	• In applying interpretive phenomenology in conjunction with a qualitative case study to analyse similarities and differences, the case study is heuristic.
Was study design appropriate to the methodology?	• The appropriateness of the methodology has been discussed in detail.

To summarize Chapter 5, the thesis's findings have been discussed in relation to the identified and reviewed literature to answer the research questions of this thesis.

In answering the research questions, the thesis is able to offer propositions describing the impact of organizational identity as an institutional context on resource integration for value co-creation in B2B service ecosystems. In addition, the research has been evaluated against general qualitative research quality criteria as well as method-specific quality criteria for interpretive phenomenology and qualitative case study.

After discussing the findings and the quality of this thesis, the next section draws the conclusion on what can now be said about organizational identities as institutional context and resource integration for value co-creation in B2B service ecosystems and will also show the limitations of the research and will present promising fields for future research.

6 Conclusions, Limitations, and Future Research

This concluding chapter draws together the key contributions of the thesis and is organized as follows. Section 6.1 presents the theoretical conclusions of this study. Based on these conclusions, the second Section 6.2 describes the implication for practice. The third Section 6.3 summarizes the thesis's original contribution to theory, methodology, and practice. After presenting the thesis's original contributions, the limitations of the thesis are identified in Section 6.4, and promising fields for future research are presented. The thesis closes with the lived experience of the researcher conducting this research in Section 6.5.

The next section concludes what can now be said about the relationship of organizational identities and resource integration and value co-creation in service ecosystems.

6.1 Theoretical conclusions

The empirical findings presented and discussed above provide the basis upon which the theoretical conclusions will now be built.

The main research question of the thesis was: What is the impact of organizational identities as an institutional context on resource integration and value co-creation in B2B service ecosystems?

In answering this main research question, a review was given of the literature on value co-creation, resource integration, organizational institutionalism, organizational identity, B2B service ecosystems, and the empirical context of project networks and PSFs. Based on this literature review, a conceptual framework was developed to guide the empirical research of the thesis. Making use of interpretive phenomenology in conjunction with qualitative case study, empirical data was collected and interpreted per hermeneutic circle, consisting of participant observation, in-depth interviews, member-check group interviews, and case-external expert focus groups. The core data was the lived experience of the actors of four PSFs who experienced changing resource integration in a B2B service ecosystem. In the previous chapter, the empirical findings have been discussed, the conceptual framework has been further refined, and propositions have been offered.

The next sections present the contribution towards the understanding of organizational identity as an institutional context for resource integration and value co-creation in B2B service ecosystems, starting with resource integration as organizational identity enactment.

6.1.1 Resource integration as organizational identity enactment

The first general conclusion drawn from the empirical findings is that *resource integration is an organizational identity enactment experience*. This conclusion underscores both the institutional character of organizational identity (Glynn, 2017; Lok, 2010; Phillips et al., 2016) as well as its performative dimension (Glynn, 2008; Kirchner, 2010; Nag et al., 2007). Hence, organizational identities make institutional claims (Dennis A. Gioia et al., 2010) about how organizational member should and should not work (Anthony & Tripsas, 2016; Besharov &

Brickson, 2016; Cornelissen et al., 2016). In this sense, organizational members try to enact their organizational identity (Ashforth & Schinoff, 2016) by means of resource integration.

The organizational identity enactment is of value for the actors derived from identity affirmation (Brickson & Akinlade, 2015). Consequently, a resource integration that violates the expectations of an organizational identity is of low or even negative value for the resource integrating actors as conflicts and dysfunction arise (Anthony & Tripsas, 2016) and an organizational identity is threatened (Kirchner, 2010; Petriglieri & Devine, 2016).

The next section presents the contribution regarding institutional elements in B2B service ecosystems.

6.1.2 Institutional elements in B2B service ecosystems

The second general conclusion drawn from the empirical findings is that *in a B2B service ecosystem, the organizational identities provide normative and cognitive institutional elements, and the resource integration mode provides regulative institutional elements*. This conclusion sheds light on the different institutional elements – regulative, normative, and cognitive (Palthe, 2014; Scott, 2014) – in a service ecosystem (Kleinaltenkamp, in-press; Koskela-Huotari et al., 2016; Vargo & Lusch, 2016). Organizational identities provide normative and cognitive institutional elements, shared norms, values, and taken-for-granted assumptions (Palthe, 2014; Pratt, 2016; Smets et al., 2015) in the form of plausible narratives (Sandberg & Tsoukas, 2015) and counter-narratives (Humle & Frandsen, 2017; Norlyk, 2017). Hence, organizational identities provide normative and cognitive institutional elements about how to integrate resources as well as how not to integrate resources.

The regulative institutional elements for resource integration in a B2B service ecosystem are provided by the resource integration modes, that is, the working rules. These resource integration modes are different sets of written and unwritten rules (Palthe, 2014; Scott, 2014) about how to integrate resources within the service ecosystem. These resource integration modes may be stable or, as in the researched case, may change over time.

The normative-cognitive institutional elements of the organizational identities and the regulative institutional elements of the resource integration modes can be aligned or misaligned, partially or in full (Karpen & Kleinaltenkamp, in-press). If the regulative institutional elements are misaligned with the normative-cognitive institutional elements, they impede or even prevent an organizational identity enactment. Hence, the evaluation of the resource integration experience, seen as an organizational identity enactment experience, is based on the institutional (mis)alignment of the respective actor groups in a B2B service ecosystem.

Consequently, a change of the resource integration mode in a B2B service ecosystem may change the institutional (mis)alignment and thus the experienced value for the different actor groups. Such a resource integration mode change can be significant in terms of institutional (mis)alignment, as in the researched B2B service ecosystem.

The next section presents the contribution regarding institutional misalignment in B2B service ecosystems.

6.1.3 Institutional misalignment in B2B service ecosystems

The third general conclusion drawn from the empirical findings is that *an at least partial institutional misalignment is the normal and stable case within a B2B service ecosystem of multiple firms*.

The findings support the view that actors who experience institutional misalignment in a B2B service ecosystem as an organizational identity threat will try to mobilize an organizational response to change unfavourable resource integration modes. If the mobilization effort is either insufficient or unsuccessful, the actors will tend to accept low or even negative value.

The findings provide evidence for the view that actors seem to tend to trade off their organizational identity for low or even negative value due to resource integration modes misaligned with their organizational identity. This conclusion underscores that actors do not necessarily align their institutional arrangements to a specific B2B service ecosystem (Huemer, 2013; Pera et al., 2016). Actors seem to accept the high tension and low value caused by institutional misalignment if they are not able to adjust the resource integration modes. The

findings support the view that actors can accept low or even negative value caused by institutional misalignment over a long period of time and do not actively leave the B2B service ecosystem.

An institutional misalignment and consequently the realized value-in-use of a B2B service ecosystem can be changed by (1) changing the institutional set-up in general, i.e. reducing/increasing the number of resource-integrating firms and/or the organizational identity-based diversity of the resource-integrating firms, by (2) innovating the organizational identities of the different resource-integrating firms, or (3) by changing the resource integration modes. As (1) and (2) are lengthy and very complex processes, a change of the resource integration mode is the most appropriate measure to actively manage and optimize the value co-creation in a B2B service ecosystem in the short term.

However, the change in resource integration modes and consequently the degree of institutional tensions should be made in relation to the strategic target of the service ecosystem, innovation, or efficiency, and with focus on preventing dysfunction by an over-increase of institutional tension. As a full institutional alignment may not be achievable in a B2B service ecosystem with multiple firms, a partial misalignment can be expected.

After presenting the general conclusions drawn from the empirical findings, the next section links these theoretical conclusions to prior research on resource integration for value co-creation in service ecosystems.

6.1.4 Linking the theoretical conclusions to prior theory

In terms of resource integration for value co-creation in service ecosystems, the current thesis offers a new conceptualization of the institutional context of resource integration and service ecosystems, thus extending the discussion of resource integration in service ecosystems. The application of an organizational identity view is an important organizational-level extension to the research on resource integration and its institutional context (Edvardsson et al., 2014; Kleinaltenkamp et al., 2012; Peters et al., 2014) as prior research has almost completely drawn on macro concepts for conceptually integrating institutions. The

current thesis adds to the research on resource integration by introducing the notion of resource integration as an organizational identity enactment.

In terms of research on service ecosystems, the thesis extends the existing integration of the institutional context of service ecosystems to the organizational level (Koskela-Huotari et al., 2016; Koskela-Huotari & Vargo, 2016; Vargo & Lusch, 2016). Similar to the research on resource integration, research on service ecosystem has neglected the organizational micro-level of institutions. In addition, the empirical findings of this thesis add substantial and novel detail to the discussion on institutional elements in service ecosystems (Kleinaltenkamp, in-press; Koskela-Huotari et al., 2016). The thesis support for the view that organizational identities provide normative and cognitive institutional elements in a B2B service ecosystem, and the resource integration modes provide the regulative institutional elements, thus, adding a novel and valuable knowledge to service ecosystem research.

Finally, the thesis also extends the theory to institutional (mis)alignment in service ecosystems (Karpen & Kleinaltenkamp, in-press; Kleinaltenkamp, in-press; Koskela-Huotari et al., 2016). Whereas prior service ecosystem research has mostly been based on the assumption that a full alignment of shared institutional elements should be aimed for (Karpen & Kleinaltenkamp, in-press; Kleinaltenkamp, in-press; Koskela-Huotari & Vargo, 2016), this study supports the view that actors do not align their organizational identity-based institutional elements to a specific in a B2B service ecosystem. Instead, they tend to try to change unfavourable regulative institutional elements from the perspective of their own organizational identity but accept low or even negative value if they do not succeed. Therewith, the study provides evidence for the view that an institutional misalignment, and as a consequence thereof a low or negative value over a longer period of time, does not lead to a change of the normative-cognitive institutional elements by the resource-integrating actors. Instead, the actors seem to tend to stay in the B2B service ecosystem and trade off their organizational identity against resource integration modes, accepting a low or negative value. Thus, the findings are a strong empirical evidence that if unmanaged, an at least partial institutional misalignment is the normal and stable state of B2B service

ecosystems with multiple firms, which might lead to low or even negative value for some actor groups.

The findings provide strong empirical evidence for the notion that to optimize the value co-creation in a multi-firm B2B service ecosystem, the resource integration mode and therewith the regulative institutional elements can play a major role in changing the institutional (mis)alignment.

After presenting the theoretical conclusions, the next section elaborates on the thesis's implications for practice.

6.2 Implication for practice

The thesis's findings shed light on the impact of organizational identities and resource integration and thus on how B2B service ecosystems with multiple firms can succeed in optimizing co-created value. The findings of this thesis may thus have value for practitioners managing B2B service ecosystems, especially with multiple firms. In particular, the findings could help in optimizing value in B2B service ecosystems by managing resource integration modes.

The institutional arrangement that governs the behaviour of the various supplier organizations of a B2B service ecosystem encompasses regulative, normative, and cognitive elements. By altering (parts of) the regulative elements of the institutional arrangement (i.e. the RIMs), clients typically want to steer the behaviour of their suppliers in a way that they are better able to achieve their goals. However, by these changes, the clients typically also alter the extent to which the institutional arrangement is aligned. This is the case since the organizational identities of the provider firms which basically consist of normative and cognitive institutional elements have a certain stability. Thus, they typically do not adjust (completely) to the changed regulative regime.

The first managerial implication is that the B2B service ecosystem institutional set-up should be in line with the strategic targets of the B2B service ecosystem. The thesis's findings suggest that the institutional complexity of a B2B service ecosystem is determined by the number of firms taking part in the B2B service ecosystem and the diversity of the different firms in terms of organizational identity. The findings show that if an innovation-like finding of a solution for a complex business problem is the strategic target of a B2B service ecosystem, then a higher institutional complexity, achieved by either a high number of participating firms and/or a high diversity of organizational identities, could be a source for speeding up innovation. Vice versa, if an efficient implementation is the strategic target of a B2B service ecosystem then a lower institutional complexity could be a source to speed up efficiency, achieved by a lower number of participating firms and/or a low diversity of organizational identities.

The second managerial implication is that changes of resource integration modes in a B2B service ecosystem should be managed not only from a legal or technical

point of view but also from an institutional alignment point of view. The findings provide evidence for the view that the institutional (mis)alignment could be altered significantly by changing the resource integration mode. Thus, changes in resource integration modes may lead to increasing or decreasing institutional tension in the B2B service ecosystem.

The third managerial implication is that an at least partial misalignment of organization identity-based institutional elements is expected to be the normal and stable state of a B2B service ecosystem consisting of multiple firms. Thus, a certain degree of non-optimal value-in-use realization is to be expected, based on the multiple organizational identities in a B2B service ecosystem with multiple firms. However, the management of a B2B service ecosystem should try not to let the value realization become too unbalanced in the sense that (1) some actor groups realize low or even negative value, strongly threatening their organizational identity, and (2) the overall institutional tension in the B2B service ecosystem becomes dysfunctional.

The management of a B2B service ecosystem should thus continuously balance the strategic intent and the institutional alignment in order to optimize the value-in-use for the participating firms. This institutional B2B service ecosystem management could be done by value-in-use audits as proposed by Macdonald, Kleinaltenkamp, and Wilson (2016) in a business solution context. Such a value-in-use audit would consist of all resource-integrating actor groups of the B2B service ecosystem and could have the following three topics. (1) Feedback on resource integration and value-in-use from all stakeholders and all hierarchical levels. This could be done via surveys followed by focus groups. It would especially be of interest to spot mobilization efforts indicating an organizational identity threat to one or more actor groups. (2) Feedback from newcomers and departers. The study has provided evidence that, for instance, the PSF Iota actors (departers) and the PSF Gamma actors (newcomers) could have provided valuable insights for the B2B service ecosystem management. (3) Discussion of conflicting organizational identity-enactment goals. This would be especially valuable as the different actors may not be aware of other actor groups' organizational identities and their institutional preferences and goals. The purpose of such resource integration/value-in-use audits should be to

"continuously looking for ways to increase valued outcomes, irrespective of whether they form part of the contract" (Macdonald et al., 2016, p. 116).

In addition to these guidelines for practitioners managing B2B service ecosystems, the thesis findings may also offer advice for practitioners managing resource integration from the perspective of a supplier firm. First, the suppliers participating in different B2B service ecosystems simultaneously should regularly reflect on resource integration modes and the relation to their organizational identity. Suppliers should strategically manage resource integration modes in the sense that they know what resource integration modes are in line with the organizational identity and what resource integration modes are possibly problematic and why. Second, supplier firms could foster organizational innovation by enhancing, stretching, or even challenging the existing organizational identity by taking part in novel modes of resource integration. Suppliers could thus develop and manage a supplier firm-specific resource integration mode portfolio that could also become part of its value proposition.

The guidelines offered for practitioners based on the thesis's findings are summarized in Table 67.

Table 67

Guidelines offered for practitioners

Guidelines offered for practitioners based on the thesis's findings	
Guidelines for managing B2B service ecosystems with multiple firms.	• The institutional set-up of a B2B service ecosystem should reflect the strategic targets of the B2B service ecosystem (e.g. innovation, effectiveness). • Changes in resource integration modes in a B2B service ecosystem should be managed from an institutional alignment point of view. • The management of a B2B service ecosystem should continuously balance the strategic intent and the institutional alignment in order to optimize the value-in-use for the participating firms and to prevent dysfunction due to institutional tension by resource integration/value-in-use audits.
Guidelines for managing resource integration in B2B service ecosystems from a supplier perspective	• Suppliers participating in B2B service ecosystems should regularly reflect on the resource integration modes that match their organizational identity. • Suppliers could develop and manage a resource integration mode portfolio that could serve as the basis for organizational development and innovation and may also become part of their value proposition.

After the presentation of the thesis's implication for practice, the next section summarizes the thesis's original contributions.

6.3   Thesis's original contributions

The original contributions of this thesis are divided into the original contribution to theory, the original contribution to methodology, and the original contribution to practice.

6.3.1   Original contribution to theory

In this thesis, the original contribution to theory is threefold. First, the thesis contributes to the value co-creation literature by marking one of the first attempts to conceptualize organizational identity as institutional context for resource integration and value co-creation in B2B service ecosystems. New knowledge is created by empirically applying the concept of organizational identity to the study of resource integration for value co-creation, which directs attention to organizational identity enactment character of resource integration. The thesis therewith answers the call for empirical research on resource integration in general (Colurcio et al., 2016; Kleinaltenkamp et al., 2012) and on the institutional context in particular (Edvardsson et al., 2014; Koskela-Huotari & Vargo, 2016).

Second, this thesis provides rare empirical research on the institutional context of service ecosystems in general and on the contextual nature of resource integration in particular. By detailing the regulative, normative, and cognitive institutional elements and its sources in a B2B service ecosystem, the organizational identities, and resource integration modes, the thesis provides a more holistic understanding of service ecosystem and its institutional context than can be found in the existing research and argues for the wider relevance of organizational identity concepts as the institutional context for value co-creation. The thesis thereby answers the call to investigate the different institutional categories in service ecosystems (Koskela-Huotari et al., 2016).

Third, the thesis is a novel empirical research on institutional (mis)alignment in service ecosystems. The thesis provides evidence for the view that institutional misalignment is not necessarily negative for a B2B service ecosystem and that partial institutional misalignment is to be expected. However, the management of B2B service ecosystems should prevent a dysfunctional, full institutional misalignment. The thesis thereby answers the call for empirical research on

institutional (mis)alignment in service ecosystems (Karpen & Kleinaltenkamp, in-press; Kleinaltenkamp, in-press).

In addition, the thesis offers propositions to describe the impact of organizational identity as institutional context on resource integration for value co-creation in a B2B service ecosystem and proposes a conceptual framework that may be of help in further investigating the institutional context of resource integration for value co-creation in service ecosystems.

After summarizing the original contribution to theory, the next section describes the original contribution to the methodology.

6.3.2 Original contribution to the methodology

The original contribution of this thesis to methodology is the novel application of an interpretive phenomenological approach in conjunction with a qualitative case study, which provides access to the lived experience of actors within a B2B service ecosystem, addressing the phenomenological nature of resource integration and value co-creation. The thesis demonstrates the scope and potential of phenomenology within organizational behaviour research and especially for the purposes of investigating experiences and beliefs.

The combined use of in-depth interviews, participant observation, member checks and case-external expert focus groups within a hermeneutic circle offers valuable insights as it allows the co-creation of meaning together with the actors under study, which is a key feature of interpretive phenomenology.

Hence, the methodology that was applied within this study opens up new methodological avenues for future research on institutional contexts and resource integration in service ecosystems.

After summarizing the original contribution to methodology, the next section describes the original contribution to practice.

6.3.3 Original contribution to practice

The findings of this thesis may have value for practitioners integrating resources for value co-creation in a B2B service ecosystem context, especially with multiple

firms. The original contributions to the practice of this thesis are the guidelines for managing resource integration in B2B service ecosystems described above in Section 6.2.

The guidelines offered underscore the great importance of organizational identities and resource integration modes as the institutional context for managing value co-creation in B2B service ecosystems with multiple firms.

Similar, the offered guidelines for suppliers taking part in B2B service ecosystems show that organizational identities and the supported resource integration modes should deliberately be managed.

After highlighting the original contributions of this thesis to theory, methodology, and practice, the next section identifies the limitations of this study and presents promising fields for future research.

6.4   Limitations and directions for future research

Section 6.4.1 describes the limitations of this thesis. Subsequently, fruitful directions for future research are outlined in Section 6.4.2.

6.4.1   Limitations

Several limitations of this thesis need to be mentioned. These limitations concern the choices made in this thesis, namely (1) the choice of theoretical concepts, (2) the choice of the case, (3) the choice of the informants, (4) the choice of partly retrospective reports, and (5) the choice of the research design.

The choice of theoretical concepts

This thesis draws on S-D logic concepts for the conceptual framework regarding organizational identity as the institutional context for resource integration and value co-creation in B2B service ecosystems. Other related concepts are left to future studies, such as the ARA model of IMP-related research.

The choice of the case

This thesis investigates organizational identity and resource integration for value co-creation in a project network of PSFs that, per definition, consists of several participating PSFs working on one project. This delimits the service ecosystems that are not project-based.

The empirical part of this thesis focuses on PSFs from two specific industries, namely Internet agencies and IT consulting and systems integration. This focus reduces the generalizability of any results obtained by this thesis to contexts other than PSFs, including other project-based industries and suppliers. In addition, the empirical data was collected in the German automotive industry. This delimits both B2B networks in other industries and in other countries.

The choice of the informants

To assure comparability, the clear but limited focus of this thesis is on different PSFs in a B2B service ecosystem. As a result, the client organization actors that also had an important role in the project network could not be observed.

The choice of partly retrospective reports

The thesis collected retrospective data in the sense that the informants had to recall some events. Future studies could try to collect data regarding resource integration experiences immediately after a resource integration mode change has occured.

The choice of the research design

The thesis makes use of interpretive phenomenology, focussing on the actors' lived experiences, and analysing the similarities and differences between PSFs. Other elements of the interplay between organizational identity and resource integration, like characteristics of concrete practices, have been left for future studies.

Referring to the limitations and the contributions of this thesis, the next sections outline promising directions for future research.

6.4.2 Directions for future research

The main argument of this thesis is that organizational identities are a major institutional determinant for resource integration and value co-creation in a B2B service ecosystem. The findings of this study demonstrate the importance of the institutional context for managing resource integration in multi-organizational B2B service ecosystems and thus open up new perspectives and avenues for future research in this field. In addition, while this thesis has extended the knowledge of the interplay between organizational identity and resource integration for value co-creation in B2B service ecosystems, several questions remain unanswered.

First, the generalizability of findings obtained in this thesis to outside the research context remains to be explored.

Second, this study did not clarify the experience of the client actors and focused exclusively on the PSF actors. A further study would be required to clarify how client actors experience resource integration changes in B2B service ecosystems.

Third, while this thesis has placed considerable emphasis on organizational identity and its importance for resource integration in B2B service ecosystems, it has completely excluded other possible institutional influences like the national culture or influences from institutional fields. The present thesis has not examined how these influences might affect resource integration.

Fourth, there is a rich literature on practices theory (Nicolini, 2012; Schatzki, Knorr-Cetina, & Savigny, 2001) that has already been linked to S-D logic (Echeverri & Skålén, 2011; Korkman et al., 2010; Skålén & Edvardsson, 2015). Future studies thus should aim at identifying and describing the practices that are affected by changes of resource integration modes in a B2B service ecosystem and the ways such practices change as well or keep stable. This could further deepen the understanding of the relations between resource integration and organizational identity

Finally, supplier firms are typically involved in several B2B service ecosystems at the same time. It would thus be interesting to investigate how such a simultaneous participation in multiple B2B service ecosystems affects the organizational identity of a supplier firm as well as its business performance. Focusing the empirical research on identifying and describing several B2B service ecosystems from the perspective of one supplier could yield substantial findings.

After discussing the limitations of this thesis and outlining new perspectives and directions for future research, the thesis concludes with the lived experience of the researcher conducting this research.

6.5 Researcher's lived experience

This section describes the lived experience of the researcher conducting this study. Therefore, this section is written as a first-person account.

Analysing my research journal of conducting this research, I can identify two major themes, (1) the importance of organizational identity and institutional (mis)alignment for resource integration in B2B service ecosystems and (2) the significance of meaning co-creation using interpretive phenomenology.

Since I began this research project, I have grown immensely in my understanding, not only of the research process but also in the understanding of the importance of organizational identity as institutional context for resource integration in B2B service ecosystems. The research very much changed my professional taken-for-grantedness in managing B2B service ecosystems with multiple PSFs. Despite a longstanding experience in B2B service ecosystems, I was impressed to see that resource integration is an organizational identity enactment for the resource-integrating actors. The research also changed the way I see and manage resource integration modes. Before the research, the impact of changing resource integration modes was very much underestimated by me and viewed only from a technical point of view. During the research, it became profoundly clear to me that resource integration and value co-creation must be understood in an organizational identity context and that the management of institutional alignment and institutional tension is of great importance for optimizing co-created value in a B2B service ecosystem.

In addition, the co-creation of meaning with the different PSF actors, applying the hermeneutic circle of interpretive phenomenology helped me to fully appreciate my own experiential learning and to understand resource integration in its organizational identity context. Having had the opportunity in my professional career to work in both industries, Internet agency and IT consulting and systems integration, I still learned a lot about PSFs in these industries. The joint interpretation and the co-creation of meaning together with the actors under study has been especially fruitful and led to valuable insights, both for me and the actors. As a researcher, I developed a significant respect for the level of competence of the PSF practitioners that I interviewed as well as the PSF

practitioners from outside the case taking part in expert focus groups. Their openness and honesty with me during the complete research process was refreshing. Their depth of love for professional services and B2B service ecosystems were truly inspiring.

Thus, I have come to appreciate the usefulness and the great potential of interpretive phenomenological research. During the data collection, I had the opportunity of casually talking with each of the participants individually. The general feeling from all of them was very positive regarding their involvement in the research and reviewing the project network which was remarkable for all PSF actors involved. One participant, in particular, captured this sentiment. He remarked: "It is so exciting to review this all again" (Tau4, 103).

References

Aarikka Stenroos, L., & Jaakkola, E. (2010). *Value co-creation within buyer-seller relationships in knowledge-intensive business services*. Paper presented at the IMP2010 conference, Budapest, Hungary.

Aarikka-Stenroos, L., & Jaakkola, E. (2012). Value co-creation in knowledge-intensive business services: A dyadic perspective on the joint problem-solving process. *Industrial Marketing Management, 41*(1), 15–26.

Achrol, R. S., & Kotler, P. (2006). The service-dominant logic for marketing. In R. F. Lusch & S. L. Vargo (Eds.), *The Service-Dominant Logic of Marketing: Dialog, Debate, and Directions* (pp. 320-333). New York: M.E. Sharp.

Ahola, T. (2009). *Efficiency in project networks: the role of inter-organizational relationships in project implementation.* (Doctor of Science in Technology Doctoral thesis), Helsinki University of Technology, Helsinki.

Akaka, M. A., Vargo, S. L., & Lusch, R. F. (2012). An Exploration of Networks in Value Cocreation: A Service-Ecosystems View. In S. L. Vargo & R. F. Lusch (Eds.), *Special Issue – Toward a Better Understanding of the Role of Value in Markets and Marketing* (Vol. Review of Marketing Research, pp. 13 - 50). Bingley: Emerald Group Publishing Limited.

Akaka, M. A., Vargo, S. L., & Lusch, R. F. (2013). The complexity of context: a service ecosystems approach for international marketing. *Journal of Marketing Research, 21*(4), 1-20.

Akaka, M. A., Vargo, S. L., & Schau, H. J. (2015). The context of experience. *Journal of Service Management, 26*(2), 206-223.

Alderson, W. (1957). *Market behaviour and executive action: A functionalist approach to marketing*. Homewood: Irwin.

Alvesson, M. (2012). Managing consultants: Control and identity. In M. Kipping & T. Clark (Eds.), *The Oxford handbook of management consulting*. Oxford: Oxford University Press.

Alvesson, M., & Empson, L. (2008). The construction of organizational identity: Comparative case studies of consulting firms. *Scandinavian Journal of Management, 24*(1), 1-16.

Alvesson, M., Kärreman, D., & Sullivan, K. (2015). Professional service firms and identity. In L. Empson, D. Muzio, J. Broschak, & B. Hinings (Eds.), *The Oxford Handbook of Professional Service Firms*. Oxford: Oxford University Press.

Alvesson, M., & Robertson, M. (2016). Organizational Identity - a critique. In M. G. Pratt, M. Schultz, B. E. Ashforth, & D. Ravasi (Eds.), *The Oxford Handbook of Organizational Identity*. Oxford: Oxford University Press.

Alvesson, M., & Sköldberg, K. (2009). *Reflexive Methodology. New Vistas for Qualitative Reseach* (Second Edition ed.). London: Sage Publications Ltd.

Alvesson, M., & Sveningsson, S. (2011). Identity work in consultancy projects: ambiguity and distribution of credit and blame. In C. N. Candlin & J. Crichton (Eds.), *Discourse of Deficit*. Basingstoke: Palgrave Macmillan.

Anthony, C., & Tripsas, M. (2016). Organizational Identity and Innovation. In M. G. Pratt, M. Schultz, B. E. Ashforth, & D. Ravasi (Eds.), *The Oxford Handbook of Organizational Identity*. Oxford: Oxford University Press.

Arbnor, I., & Bjerke, B. (2009). *Methodology for creating business knowledge*. London: Sage.

Artto, K. A., & Kujala, J. (2008). Project business as a research field. *International Journal of Managing Projects in Business, 1*(4), 469 - 497.

Artto, K. A., & Wikström, K. (2005). What is project business? *International Journal of Project Management, 23*(5), 343–353.

Ashforth, B. E., & Schinoff, B. S. (2016). Identity Under Construction: How Individuals Come to Define Themselves in Organizations. *Annual Review of Organizational Psychology and Organizational Behavior, 3*, 111-137.

Ballantyne, D., Frow, P., Varey, R. J., & Payne, A. (2011). Value propositions as communication practice: Taking a wider view. *Industrial Marketing Management, 40*(2), 202-210.

Ballantyne, D., & Varey, R. J. (2006). Creating value-in-use through marketing interaction: the exchange logic of relating, communicating and knowing. *Marketing Theory, 6*(3), 335-348.

Banerjee, S., & Morley, C. (2013). Professional Doctorates in Management: Toward a Practice-Based Approach to Doctoral Education. *Academy of Management Learning & Education, 12*(2), 173-193.

Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management, 17*(1), 99-120.

Barney, J., & Felin, T. (2013). What Are Microfoundations? *The Academy of Management Perspectives, 27*(2), 138-155.

Baron, S., & Warnaby, G. (2011). Individual customers' use and integration of resources: Empirical findings and organizational implications in the context of value co-creation. *Industrial Marketing Management, 40*(2), 211–218.

Baxter, P., & Jack, S. (2008). Qualitative Case Study Methodology: Study Design and Implementation for Novice Researchers. *The Qualitative Report, 13*(4), 544-559.

Benner, P. (1985). Quality of Life: A phenomenological perspective on explanation, prediction, and understanding in nursing science. *Advances in Nursing Science, 8*(1), 1-14.

Benner, P. (1994). *Interpretive phenomenology: Embodiment, caring, and ethics in health and illness*. Thousand Oaks: Sage publications.

Benner, P. (2000). The tradition and skill of interpretive phenomenology in studying health, illness, and caring practices. In P. Benner (Ed.), *Interpretive Phenomenology. Embodiment, Caring, and Ethics in Health and Illness* (pp. 99–127). Thousand Oaks: SAGE Publications.

Berger, P. L., & Luckmann, T. (1966). *The Social Construction of Reality* New York: Penguin Books Ltd.

Besharov, M. L., & Brickson, S. L. (2016). Organizational Identity and Institutional Forces: Toward an Integrative Framework. In M. G. Pratt, M. Schultz, B. E. Ashforth, & D. Ravasi (Eds.), *The Oxford Handbook of Organizational Identity* (pp. 396-416). Oxford: Oxford University Press.

Blomquist, T., Hällgren, M., Nilsson, A., & Söderholm, A. (2010). Project-as-Practice: In Search of Project Management Research That Matters. *Project Management Journal, 41*(1), 5–16.

Bodner, G., Klobuchar, M., & Geelan, D. (2001). The many forms of constructivism. *Journal of Chemical Education, 78*(8), 1107.

Boote, D. N., & Beile, P. (2005). Scholars before researchers: On the centrality of the dissertation literature review in research preparation. *Educational Researcher, 34*(6), 3-15.

Booth, A., Sutton, A., & Papaioannou, D. (2016). *Systematic Approaches to a Successful Literature Review* (2nd edition ed.). London: Sage Publications Ltd.

Boxenbaum, E., & Jonsson, S. (2008). Isomorphism, Diffusion and Decoupling. In R. Greenwood, C. Oliver, K. Sahlin, & R. Suddaby (Eds.), *The SAGE Handbook of Organizational Institutionalism*. London: SAGE Publications Ltd.

Boxenbaum, E., & Jonsson, S. (2017). Isomorphism, diffusion and decoupling: Concept evolution and theoretical challenges. In R. Greenwood, C. Oliver, T. B. Lawrence, & R. E. Meyer (Eds.), *The SAGE Handbook of Organizational Institutionalism* (2nd Edition ed.). London: SAGE Publications Ltd.

Boyatzis, R. E. (1998). *Transforming Qualitative Data: Thematic Analysis and Code Development*. Thousand Oaks: SAGE Publications.

Bradbury-Jones, C., Irvine, F., & Sambrook, S. (2010). Phenomenology and participant feedback: convention or contention? *Nurse Researcher, 17*(2), 25-33.

Brady, M. K., Knight, G. A., Cronin Jr., J. J., Tomas, G., Hultb, M., & Keillor, B. D. (2005). Removing the contextual lens: A multinational, multi-setting comparison of service evaluation models. *Journal of Retailing, 81*(3), 215–230.

Brannan, M. J., & Oultram, T. (2012). Participant observation. In G. Symon & C. Cassel (Eds.), *Qualitative Organizational Research* (pp. 296-313). London: Sage Publications Ltd.

Brannick, T., & Coghlan, D. (2007). In Defense of Being "Native": The Case for Insider Academic Research. *Organizational Research Methods, 10*(1), 59-74.

Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology, 3*(2), 77-101.

Brennan, R., Canning, L., & McDowell, R. (2007). *Business-to-business marketing*. Los Angeles; London: SAGE.

Brickson, S. L., & Akinlade, D. (2015). *Organizations as internal value creators: toward a typology of value and a process model of "doing" organizational identity.* Working paper.

Brinkmann, S., & Kvale, S. (2015). *InterViews. Learning the Craft of Qualitative Research Interviewing* (3rd edition ed.). Thousand Oaks: SAGE Publications Inc.

BVDW. (2015). *Full-Service-Internetagenturen in Deutschland – Umsätze, Entwicklungen und Trends 2015*. Retrieved from Düsseldorf:

Camargo-Borges, C., & Rasera, E. F. (2013). Social Constructionism in the Context of Organization Development: Dialogue, Imagination, and Co-Creation as Resources of Change. *SAGE Open, 3*(2), 1-7.

Caridà, A., Edvardsson, B., & Colurcio, M. (2015). *Modes of resource integration driving value co-creation: an empirical investigation in virtual brand communities (VBCs)*. Paper presented at The Naples Forum on Service, Naples.

Carlson, J. A. (2010). Avoiding Traps in Member Checking. *The Qualitative Report, 15*(5), 1102-1113.

Carù, A., & Cova, B. (2003). Revisiting consumption experience: A more humble but complete view of the concept. *Marketing Theory, 3*(2), 267-286.

Cerbone, D. R. (2006). *Understanding Phenomenology*. New York: Routledge.

Chandler, J. D., & Vargo, S. L. (2011). Contextualization and value-in-context: How context frames exchange. *Marketing Theory, 11*(1), 35–49.

Chandler, J. D., & Wieland, H. (2010). Embedded Relationships: Implications for Networks, Innovation, and Ecosystems. *Journal of Business Market Management, 4*(4), 199-215.

Cho, J., & Trent, A. (2006). Validity in qualitative research revisited. *Qualitative Research, 6*(3), 319-340.

Colurcio, M., Caridà, A., & Edvardsson, B. (2016). Conceptualizing Resource Integration to Advance Service Innovation. In T. Russo-Spena, C. Mele, & M. Nuutinen (Eds.), *Innovating in Practice - Perspectives and Experiences*: Springer International Publishing.

Conroy, S. A. (2003). A Pathway for Interpretive Phenomenology. *International Journal of Qualitative Methods, 2*(3), 36-62.

Corley, K. G., Harquail, C. V., Pratt, M. G., Glynn, M. A., Fiol, M. C., & Hatch, M. J. (2006). Guiding Organizational Identity Through Aged Adolescence. *Journal of Management Inquiry, 15*(2), 85-99.

Cornelissen, J. P., Haslam, A. S., & Werner, M. D. (2016). Bridging and integrating theories on organizational identity. In M. G. Pratt, M. Schultz, B. E. Ashforth, & D. Ravasi (Eds.), *The Oxford Handbook of Organizational Identity*. Oxford: Oxford University Press.

Corsaro, D., & Snehota, I. (2010). Searching for Relationship Value in Business Markets: Are We Missing Something? *Industrial Marketing Management, 39*(6), 986–995.

Corvellec, H., & Hultman, J. (2014). Managing the politics of value propositions. *Marketing Theory, 14*(4), 355-375.

Coyne, I. T. (1997). Sampling in qualitative research. Purposeful and theoretical sampling; merging or clear boundaries? *Journal of Advanced Nursing, 26*(3), 623-630.

Cresswell, J. W. (2009). *Research design: Qualitative, quantitative, and mixed methods approaches*. Thousand Oaks: SAGE Publications.

Cresswell, J. W. (2013). *Qualitative inquiry and research design: Choosing among five approaches* (3nd ed. ed.). London: Sage Publications Ltd.

Crist, J. D., & Tanner, C. A. (2003). Interpretation/analysis methods in hermeneutic interpretive phenomenology. *Nursing Research, 52*(3), 202-205.

Crotty, M. (1997). Tradition and culture in Heidegger's Being and Time. *Nursing Inquiry, 4*(2), 88-98.

Crystal, D. (1991). *The Cambridge Encyclopedia of Language*. Cambridge: Cambridge University Press.

Darbyshire, P., Diekelmann, J., & Diekelmann, N. (1999). Reading Heidegger and interpretive phenomenology: a response to the work of Michael Crotty. *Nursing Inquiry, 6*(1), 17–25.

Day, G. (2004). Invited Commentaries on "Evolving to a New Dominant Logic for Marketing". *Journal of Marketing, 68*(1), 18-27.

Deephouse, D. L., Bundy, J., Tost, L. P., & Suchman, M. C. (2017). Organizational Legitimacy: Six Key Questions. In R. Greenwood, C. Oliver, T. B. Lawrence, & R. E. Meyer (Eds.), *The SAGE Handbook of Organizational Institutionalism* (2nd Edition ed.). London: SAGE Publications Ltd.

Deighton, J., & Narayandas, D. (2004). "Commentary on "evolving to a new dominant logic in marketing". *Journal of Marketing, 68*(1), 18-27.

Denyer, D., & Tranfield, D. (2011). Producing a Systematic Review. In D. A. Buchanan & A. Bryman (Eds.), *The SAGE Handbook of Organizational Research Methods*. London: SAGE Publications Ltd.

DeWalt, K. M., & DeWalt, B. R. (2010). *Participant Observation: A Guide for Fieldworkers* (Second Edition ed.). New York: AltaMira Press.

Di Bitonto, S., & Trost, R. (2016). *Industry Overview - The Automotive Industry in Germany*. Retrieved from Berlin:

Dille, T., & Söderlund, J. (2011). Managing inter-institutional projects: The significance of isochronism, timing norms and temporal misfits. *International Journal of Project Management, 29*(4), 480–490.

DiMaggio, P. J., & Powell, W. W. (1983). The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields. *American Sociological Review, 48*(2), 147-160.

Dingsøyr, T., Nerur, S., Balijepally, V., & Moe, N. B. (2012). A decade of agile methodologies: Towards explaining agile software development. *The Journal of Systems and Software, 85*(6), 1213-1221.

Dowling, M. (2007). From Husserl to van Manen. A review of different phenomenological approaches. *International Journal of Nursing Studies, 44*(1), 131-142.

Doyle, S. (2007). Member Checking With Older Women: A Framework for Negotiating Meaning. *Health Care for Women International, 28*(10), 888-908.

Easterby-Smith, M., Thorpe, R., & Jackson, P. (2012). *Management Research* (4th edition ed.). London: Sage.

Echeverri, P., & Skålén, P. (2011). Co-creation and co-destruction: A practice-theory based study of interactive value formation. *Marketing Theory, 11*(3), 351-373.

Edvardsson, B., Kleinaltenkamp, M., Tronvoll, B., McHugh, P., & Windahl, C. (2014). Institutional logics matter when coordinating resource integration. *Marketing Theory, 14*(3), 291-309.

Edvardsson, B., Skålén, P., & Tronvoll, B. (2012). Service Systems as a Foundation for Resource Integration and Value Co-Creation. In S. L. Vargo & R. F. Lusch (Eds.), *Review of Marketing Research* (Vol. 9, pp. 79-126): Emerald Group Publishing Limited.

Edvardsson, B., Tronvoll, B., & Gruber, T. (2011). Expanding understanding of service exchange and value co-creation: a social construction approach. *Journal of the Academy of Marketing Science, 39*(2), 327-339.

Eisenhardt, K. M. (1989). Building Theories from Case Study Research. *Academy of Management Review, 14*(4), 532-550.

Elder-Vass, D. (2012). *The reality of social construction*. Cambridge: Cambridge University Press.

Ellis, N., Rod, M., Beal, T., & Lindsay, V. (2012). Constructing identities in Indian networks: Discourses of marketing management in inter-organizational relationships. *Industrial Marketing Management, 41*, 402–412.

Empson, L., Muzio, D., Broschak, J., & Hinings, B. (2015). Researching Professional Service Firms: An Introduction and Overview. In L. Empson, D. Muzio, J. Broschak, & B. Hinings (Eds.), *The Oxford Handbook of Professional Service Firms*. New York: Oxford University Press.

Engwall, M. (2003). No project is an island: linking projects to history and context. *Research Policy, 32*(5), 789–808.

Faulconbridge, J. R. (2015). Knowledge and Learning in Professional Service Firms. In L. Empson, D. Muzio, J. Broschak, & B. Hinings (Eds.), *The Oxford Handbook of Professional Service Firms* Oxford: Oxford University Press.

Felin, T., Foss, N. J., & Ployhart, R. E. (2015). The Microfoundations Movement in Strategy and Organization Theory. *The Academy of Management Annals, 9*(1), 575–632.

Finch, H., Lewis, J., & Turley, C. (2014). Focus Groups. In J. Ritchie, J. Lewis, C. McNaughton Nicholls, & R. Ormston (Eds.), *Qualitative Research Practice - A Guide for Social Science Students & Researchers* (2nd Edition ed.). London: SAGE Publications Ltd.

Findsrud, R., Tronvoll, B., & Edvardsson, B. (2016). *Conceptualizing resource integration in value co-creation using theories of motivation.* Paper presented at the What's Ahead in Service Research - New Perspectives for Business and Society, 26th Annual RESER Conference 2016, Naples.

Finlay, L. (2009). Debating Phenomenological Research Methods *Phenomenology & Practice, 3*(1), 6-25.

Fisk, R. P., Brown, S. W., & Bitner, M. J. (1993). Tracking the evolution of the services marketing literature. *Journal of Retailing, 69*(1), 61-103.

Flores-Pereira, M. T., Davel, E., & Cavedon, N. R. (2008). Drinking beer and understanding organizational culture embodiment. *Human relations, 61*(7), 1007-1026.

Floricel, S., Bonneau, C., Aubry, M., & Sergi, V. (2014). Extending project management research: Insights from social theories. *International Journal of Project Management, 32*(7), 1091–1107.

Floricel, S., Michela, J. L., & Piperca, S. (2016). Complexity, uncertainty-reduction strategies, and project performance. *International Journal of Project Management, 34*(7), 1360–1383.

Flyvbjerg, B. (2006). Five Misunderstandings About Case-Study Research. *Qualitative Inquiry, 12*(2), 219-245.

Flyvbjerg, B., & Budzier, A. (2015). Why do projects fail? *Project (Association for Project Management), Summer 2015*(283), 22.

Forbat, L., & Henderson, J. (2005). Theoretical and Practical Reflections on Sharing Transcripts With Participants. *Qualitative Health Research, 15*(8), 1114-1128.

Ford, D. (2011). IMP and service-dominant logic: Divergence, convergence and development. *Industrial Marketing Management, 40*(2), 231-239.

Ford, D., Gadde, L.-E., Håkansson, H., & Snehota, I. (2011). *Managing business relationships* (3rd ed. ed.). Chichester, West Sussex, U.K.: Wiley.

Ford, D., Gadde, L.-E., Håkansson, H., Snehota, I., & Waluszewski, A. (2008). *Analysing business interaction*. Paper presented at the IMP Conference, Upssala.

Frow, P., Nenonen, S., Payne, A., & Storbacka, K. (2015). Managing Co-creation Design: A Strategic Approach to Innovation. *British Journal of Management, 26*(3), 463-483.

Furrer, O., & Sollberger, P. (2007). The dynamics and evolution of the service marketing literature: 1993–2003. *Service Business, 1*(2), 93-117.

Gebert-Persson, S., Mattsson, L.-G., & Öberg, C. (2014). *The network approach - a theoretical discussion*. Paper presented at the IMP Conference 2014, Bordeaux, France.

Gehman, J., Lounsbury, M., & Greenwood, R. (2017). How Institutions Matter: From the Micro-Foundations of Institutional Impacts to the Macro Consequences of Institutional Arrangements. In J. Gehman, M. Lounsbury, & R. Greenwood (Eds.), *How Institutions Matter!* Bingley: Emerald Group Publishing Limited.

Gill, M. J. (2014). The Possibilities of Phenomenology for Organizational Research. *Organizational Research Methods*, 1-20.

Gioia, D. A., Corley, K. G., & Hamilton, A. L. (2012). Seeking Qualitative Rigor in Inductive Research: Notes on the Gioia Methodology. *Organizational Research Methods, 16*(1), 15-31.

Gioia, D. A., & Hamilton, A. L. (2016). Great debates in organizational identity study. In M. G. Pratt, M. Schultz, B. E. Ashforth, & D. Ravasi (Eds.), *The Oxford Handbook of Organizational Identity*. Oxford: Oxford University Press.

Gioia, D. A., Patvardhan, S. D., Hamilton, A. L., & Corley, K. G. (2013). Organizational Identity Formation and Change. *The Academy of Management Annals, 7*(1), 123-193.

Gioia, D. A., Price, K. N., Hamilton, A. L., & Thomas, J. B. (2010). Forging an Identity: An Insider-outsider Study of Processes Involved in the Formation of Organizational Identity. *Administrative Science Quarterly, 55*(1), 1-46.

Gioia, D. A., Schultz, M., & Corley, K. G. (2000). Organizational Identity, Image, and Adaptive Instability. *Academy of Management Review, 25*(1), 63-81.

Giorgi, A. (2009). *The descriptive phenomenological method in psychology: A modified Husserlian approach*. Pittsburgh: Duquesne University Press.

Glynn, M. A. (2008). Beyond Constraint: How Institutions Enable Identities. In R. Greenwood, C. Oliver, K. Sahlin, & R. Suddaby (Eds.), *The SAGE Handbook of Organizational Institutionalism*. Thousand Oaks: SAGE Publications Inc.

Glynn, M. A. (2017). Theorizing the Identity–Institution relationship: Considering Identity as antecedent to, Consequence of, and Mechanism for, Processes of Institutional Change. In R. Greenwood, C. Oliver, T. B. Lawrence, & R. E. Meyer (Eds.), *The SAGE Handbook of*

Organizational Institutionalism (2nd Edition ed.). London: SAGE Publications Ltd.

Golafshani, N. (2003). Understanding Reliability and Validity in Qualitative Research. *The Qualitative Report, 8*(4), 597-607.

Golden, B. R. (1992). Research notes. The past is the past—or is it? The use of retrospective accounts as indicators of past strategy. *Academy of Management Journal, 35*(4), 848-860.

Grandey, A. A., Krannitz, M. A., & Slezak, T. (2013). We Are…More Than Football: Three Stories of Identity Threat by Penn State Insiders. *Industrial and Organizational Psychology, 6*, 134-155.

Green, H. E. (2014). Use of theoretical and conceptual frameworks in qualitative research. *Nurse Researcher, 21*(6), 34-38.

Greenwood, R., Oliver, C., Lawrence, T. B., & Meyer, R. E. (2017). Introduction: Into the Fourth Decade. In R. Greenwood, C. Oliver, T. B. Lawrence, & R. E. Meyer (Eds.), *The SAGE Handbook of Organizational Institutionalism* (2nd Edition ed.). London: SAGE Publications Ltd.

Greenwood, R., Oliver, C., Sahlin, K., & Suddaby, R. (2008). Introduction. In R. Greenwood, C. Oliver, R. Suddaby, & K. Sahlin (Eds.), *The SAGE Handbook of Organizational Institutionalism*. London: SAGE Publications Ltd.

Greenwood, R., Raynard, M., Kodeih, F., Micelotta, E. R., & Lounsbury, M. (2011). Institutional Complexity and Organizational Responses. *The Academy of Management Annals, 5*(1), 317-371.

Grönroos, C. (2006). Adopting a service logic for marketing. *Marketing Theory, 6*(3), 317-333.

Grönroos, C. (2008). *Extending service-dominant logic*. Paper presented at The forum on markets and marketing, Sydney, Australia.

Grönroos, C., & Ravald, A. (2011). Service as business logic: implications for value creation and marketing. *Journal of Service Management, 22*(1), 5 - 22.

Grönroos, C., & Voima, P. (2013). Critical service logic: making sense of value creation and co-creation. *Journal of the Academy of Marketing Science, 41*(2), 133-150.

Guba, E. G., & Lincoln, Y. S. (1989). *Fourth generation evaluation*. London: SAGE Publications Ltd.

Guba, E. G., & Lincoln, Y. S. (1994). Competing paradigms in qualitative research. In N. K. Denzin & Y. S. Lincoln (Eds.), *Handbook of qualitative research* (pp. 105-117). London: Sage.

Gummerus, J. (2013). Value creation process and value outcomes in marketing theory: Strangers or siblings? *Marketing Theory, 13*(1), 19-46.

Gummesson, E. (2000). *Qualitative Methods in Management Research*. Thousand Oaks: Sage.

Gummesson, E. (2007). Exit services marketing - enter service marketing. *Journal of Customer Behaviour, 6*(2), 113-141. doi:10.1362/147539207X223357

Gummesson, E., & Grönroos, C. (2012). The emergence of the new service marketing: Nordic School perspectives. *Journal of Service Management, 23*(4), 479 - 497.

Gummesson, E., Lusch, R. F., & Vargo, S. L. (2010). Transitioning From Service Management to Service-dominant Logic: Observations and Recommendations. *International Journal of Quality and Service Sciences, 2*(1), 8-22.

Günter, B. (2016). Project Cooperation. In M. Kleinaltenkamp, W. Plinke, & I. Geiger (Eds.), *Business Project Management and Marketing*. Berlin: Springer.

Gutman, J. (1982). A Means-End Chain Model Based on Consumer Categorization Processes. *Journal of Marketing, 46*(2), 60-72.

Hadjikhani, A., & LaPlaca, P. (2013). Development of B2B marketing theory. *Industrial Marketing Management, 42*(3), 294–305.

Hakanen, T., & Jaakkola, E. (2012). Co-creating customer-focused solutions within business networks: a service perspective. *Journal of Service Management, 23*(4), 593-611.

Håkansson, H. (1982). *International marketing and purchasing of industrial goods.*: John Wiley & Sons, Ltd.

Håkansson, H., & Snehota, I. (1995). *Developing relationships in business networks*. London; New York: Routledge.

Håkansson, H. k., Ford, D., Gadde, L.-E., Snehota, I., & Waluszewski, A. (2009). *Business in networks*. Chichester, West Sussex, UK: John Wiley.

Halai, N. (2007). Making use of bilingual interview data: Some experiences from the field. *The Qualitative Report, 12*(3), 344-355.

Halinen, A., & Törnroos, J.-Å. (2005). Using case methods in the study of contemporary business networks. *Journal of Business Research, 58*(9), 1285–1297.

Heinonen, K., & Strandvik, T. (2015). Customer-dominant logic: foundations and implications. *Journal of Services Marketing, 29*(6/7), 472 - 484.

Heinonen, K., Strandvik, T., Mickelsson, K.-J., Edvardsson, B., Sundström, E., & Andersson, P. (2009). Rethinking service companies' business logic: do we need a customer-dominant logic as guideline? Retrieved from

Helkkula, A., & Kelleher, C. (2010). Circularity of customer service experience and customer perceived value. *Journal of Customer Behaviour, 9*(1), 37-53.

Helkkula, A., Kelleher, C., & Pihlström, M. (2012). Practices and experiences: challenges and opportunities for value research. *Journal of Service Management, 23*(4), 554-570.

Heritage, J. (2001). Goffman, Garfinkel and Conversation Analysis. In M. Wetherell, S. Taylor, & S. J. Yates (Eds.), *Discourse Theory and Practice*. London: SAGE Publications Ltd.

Holbrook, M. B. (2006a). Consumption experience, customer value, and subjective personal introspection: An illustrative photographic essay. *Journal of Business Research, 59*(6), 714-725.

Holbrook, M. B. (2006b). ROSEPEKICECIVECI vs. CCV: The Resource-Operant, Skills-Exchanging, Performance-Experiencing, Knowledge-Informed, Competence-Enacting, Co-producer-Involved, Value-Emerging, Customer-Interactive View of Marketing versus the Concept of Customer Value: "I Can Get It for You Wholesale". In R. F. Lusch & S. L. Vargo (Eds.), *The Service-dominant Logic of Marketing: Dialog, Debate, and Directions* (pp. 208-221). New York: M.E. Sharp.

Holt, R., & Sandberg, J. (2011). Phenomenology and organization theory. In H. Tsoukas & R. Chia (Eds.), *Philosophy and Organization Theory (Research in the Sociology of Organizations)* (Vol. Volume 32, pp. 215-249). Bingley: Emerald Group Publishing Limited.

Holttinen, H. (2010). Social Practices as Units of Value Creation: Theoretical Underpinnings and Implications. *International Journal of Quality and Service Sciences, 2*(1), 95-112.

Horrigan-Kelly, M., Millar, M., & Dowling, M. (2016). Understanding the Key Tenets of Heidegger's Philosophy for Interpretive Phenomenological Research. *International Journal of Qualitative Methods, 15*(1), 1-8.

Houghton, C., Casey, D., Shaw, D., & Murphy, K. (2013). Rigour in qualitative case-study research. *Nurse Researcher, 20*(4), 12-17.

Huber, G. P., & Power, D. J. (1985). Research notes and communications. Retrospective reports of strategic-level managers: Guidelines for increasing their accuracy. *Strategic Management Journal, 6*(2), 171-180.

Huemer, L. (2013). When in Rome, be(come) a Roman? An actor focus on identities in networks. *Industrial Marketing Management, 42*, 1112–1120.

Humle, D. M., & Frandsen, S. (2017). Organizational Identity Negotiations through Dominant and Counter-Narratives. In S. Frandsen, T. Kuhn, & M. W. Lundholt (Eds.), *Counter-Narratives and Organization*. New York: Routledge.

Hunt, S. D. (2004). On the service-centered dominant logic for marketing. *Journal of Marketing, 68*(1), 21-22.

Hunt, S. D., & Morgan, R. M. (1996). The Resource-Advantage Theory of Competition: Dynamics, Path Dependencies, and Evolutionary Dimensions. *Journal of Marketing, 60*(4), 107-114.

Hyett, N., Kenny, A., & Dickson-Swift, V. (2014). Methodology or method? A critical review of qualitative case study reports. *International journal of qualitative studies on health and well-being, 9*, 1-12.

Järvensivu, T., & Törnroos, J.-Å. (2010). Case study research with moderate constructionism: Conceptualization and practical illustration. *Industrial Marketing Management, 39*(1), 100-108.

John, W. S., & Johnson, P. (2000). The pros and cons of data analysis software for qualitative research. *Journal of Nursing Scholarship, 32*(4), 393-397.

Jorgensen, D. L. (1989). *Participant observation - A methodology for human studies*. London: Sage Publications Ltd.

Karpen, I. O., & Kleinaltenkamp, M. (in-press). Coordinating Resource Integration and Value Cocreation through Institutional Arrangements: Aligned versus Misaligned Institutions. In S. L. Vargo (Ed.), *Handbook of Service-Dominant Logic*. Thousand Oaks: SAGE.

Kärreman, D., & Alvesson, M. (2004). Cages in Tandem: Management Control, Social Identity, and Identification in a Knowledge-Intensive Firm. *Organization, 11*(1), 149-175.

Kawulich, B. B. (2005). Participant Observation as a Data Collection Method. *Forum: Qualitative Social Research, 6*(2).

Kenealy, G. J. J. (2012). Grounded Theory: A Theory Building Approach. In G. Symon & C. Cassel (Eds.), *Qualitative Organizational Research*. London: SAGE Publications Ltd.

Khalifa, A. S. (2004). Customer value: a review of recent literature and an integrative configuration. *Management Decision, 42*(5), 645-666.

Kirchner, S. (2010). Organizational Identities and Institutions - Dynamics of the Organizational Core as a Question of Path Dependence. *Max Planck Institute for the Study of Society, Working Paper 10/4*.

Kleinaltenkamp, M. (in-press). Institutions and Institutionalization. In S. L. Vargo (Ed.), *Handbook of Service-Dominant Logic*. Thousand Oaks: SAGE.

Kleinaltenkamp, M., Brodie, R. J., Frow, P., Hughes, T., Peters, L. D., & Woratschek, H. (2012). Resource integration. *Marketing Theory, 12*(2), 201-205.

Klimkeit, D. (2013). Organizational context and collaboration on international projects: The case of a professional service firm. *International Journal of Project Management, 31*(3), 366–377.

Koelsch, L. E. (2013). Reconceptualizing the member check interview. *International Journal of Qualitative Methods, 12*, 168-179.

Kohtamäki, M., & Rajala, R. (2016). Theory and practice of value co-creation in B2B systems. *Industrial Marketing Management, 56*, 4-13.

Kohtamäki, M., Thorgren, S., & Wincent, J. (2016). Organizational identity and behaviors in strategic networks. *Journal of Business & Industrial Marketing, 31*(1), 36 - 46.

Korkman, O., Storbacka, K., & Harald, B. (2010). Practices as markets: Value co-creation in e-invoicing. *Australasian Marketing Journal (AMJ), 18*(4), 236–247.

Koskela-Huotari, K., Edvardsson, B., Jonas, J. M., Sörhammar, D., & Witell, L. (2016). Innovation in service ecosystems—Breaking, making, and maintaining institutionalized rules of resource integration. *Journal of Business Research, 69*(8), 2964–2971.

Koskela-Huotari, K., & Vargo, S. L. (2016). Institutions as resource context. *Journal of Service Theory and Practice, 26*(2), 163-178.

La Rocca, A., Snehota, I., & Trabattoni, C. (2015). Construction of meanings in business relationships and networks. *IMP Journal, 9*(2), 163-176.

Laud, G., Karpen, I. O., Mulye, R., & Rahman, K. (2015). The role of embeddedness for resource integration: Complementing S-D logic research through a social capital perspective. *Marketing Theory, 15*(4), 509-543.

Laverty, S. M. (2003). Hermeneutic Phenomenology and Phenomenology: A Comparison of Historical and Methodological Considerations. *International Journal of Qualitative Methods, 2*(3), 21-35.

Lawrence, T. B., & Suddaby, R. (2006). Institutional Work. In S. Clegg, C. Hardy, T. B. Lawrence, & W. R. Nord (Eds.), *The SAGE Handbook of Organization Studies*. London: SAGE Publications Ltd.

Lewis, J., Ritchie, J., Ormston, R., & Morrell, G. (2014). Generalising from Qualitative Research. In J. Ritchie, J. Lewis, C. McNaughton Nicholls, & R. Ormston (Eds.), *Qualitative Research Practice* (Second edition ed.). London: SAGE Publications Ltd.

Lincoln, Y. S., Lynham, S. A., & Guba, E. G. (2011). Paradigmatic controversies, contradictions, and emerging confluences, revisited. In N. K. Denzin & Y. S. Lincoln (Eds.), *The Sage Handbook of Qualitative Research* (pp. 97-128). London: Sage.

Löbler, H. (2013). Service-dominant networks: An evolution from the service-dominant logic perspective. *Journal of Service Management, 24*(4), 420 - 434.

Lok, J. (2010). Institutional logics as identity projects. *Academy of Management Journal, 53*(6), 1305-1335.

Lopez, K. A., & Willis, D. G. (2004). Descriptive Versus Interpretive Phenomenology: Their Contributions to Nursing Knowledge. *Qualitative Health Research, 14*(5), 726-735.

Lünendonk. (2014). *Der Markt für IT-Beratung und IT-Service in Deutschland*. Retrieved from

Lusch, R. F., & Nambisan, S. (2015). Service innovation: A service-dominant logic perspective. *MIS Quarterly, 39*(1), 155-175.

Lusch, R. F., & Vargo, S. L. (2006). Service-dominant logic: reactions, reflections and refinements. *Marketing Theory, 6*(3), 281–288.

Lusch, R. F., & Vargo, S. L. (2014). *Service-dominant logic: Premises, perspectives, possibilities*. Cambridge: Cambridge University Press.

Lusch, R. F., Vargo, S. L., & Gustafsson, A. (2016). Fostering a trans-disciplinary perspective of service ecosystems. *Journal of Business Research, 69*(8), 2957–2963.

Macdonald, E., Kleinaltenkamp, M., & Wilson, H. N. (2016). How Business Customers Judge Solutions: Solution Quality and Value in Use. *Journal of Marketing, 80*, 96-120.

Maguire, S., Cynthia Hardy, & Lawrence, T. B. (2004). Institutional entrepreneurship in emerging fields: HIV/AIDS treatment advocacy in Canada *Academy of Management Journal, 47*(5), 657-679.

Maitlis, S., & Christianson, M. (2014). Sensemaking in Organizations: Taking Stock and Moving Forward. *The Academy of Management Annals, 8*(1), 57-125.

Manning, S. (2008). Embedding projects in multiple contexts – a structuration perspective. *International Journal of Project Management, 26*(1), 30–37.

Marcos-Cuevas, J., Nätti, S., Palo, T., & Baumann, J. (2016). Value co-creation practices and capabilities: Sustained purposeful engagement across B2B systems. *Industrial Marketing Management, 56*, 97–107.

Marshall, M. N. (1996). Sampling for qualitative research. *Family practice, 13*(6), 522-526.

Matthyssens, P., Vandenbempt, K., & Van Bockhaven, W. (2013). Structural antecedents of institutional entrepreneurship in industrial networks: A critical realist explanation. *Industrial Marketing Management, 42*(3), 405–420.

Maxwell, J. A. (2013). *Qualitative Research Design: An Interactive Approach* (3rd edition ed.). Thousand Oaks: SAGE Publications, Inc.

McColl-Kennedy, J. R., Vargo, S. L., Dagger, T. S., Sweeney, J. C., & van Kasteren, Y. (2012). Health Care Customer Value Cocreation Practice Styles. *Journal of Service Research*.

McKinsey&Company. (2012). Delivering large-scale IT projects on time, on budget, and on value. Retrieved from http://www.mckinsey.com/insights/business_technology/delivering_lar ge-scale_it_projects_on_time_on_budget_and_on_value

McKinsey&Company. (2016). *Automotive revolution - perspective towards 2030*. Retrieved from

Merriam, S. B. (1998). *Qualitative research and case study applications in education. Revised and expanded from.* San Francisco: Jossey-Bass Publishers.

Meyer, J. W., & Rowan, B. (1977). Institutionalized organizations: Formal structure as myth and ceremony. *American Journal of Sociology, 83*(2), 340-363.

Miles, M. B., Huberman, M. A., & Saldaña, J. (2014). *Qualitative Data Analysis.* London: Sage Publcations Ltd.

Miller, C. C., Cardinal, L. B., & Glick, W. H. (1997). Retrospective reports in organizational research: A reexamination of recent evidence. *Academy of Management Journal, 40*(1), 189-204.

Morris, P. (2013). Reconstructing Project Management Reprised: A Knowledge Perspective. *Project Management Journal, 44*(5), 6–23.

Morris, P. W. G., & Geraldi, J. (2011). Managing the Institutional Context for Projects. *Project Management Journal, 42*(6), 20 - 32.

Mulhall, A. (2003). In the field: notes on observation in qualitative research. *Journal of Advanced Nursing, 41*(3), 306–313.

Nag, R., Corley, K. G., & Gioia, D. A. (2007). The Intersection of Organizational Identity, Knowledge, and Practice: Attempting Strategic Change Via Knowledge Grafting. *Academy of Management Journal, 50*(4), 821-847.

Nicolini, D. (2012). *Practice Theory, Work, and Organization: An Introduction.* Oxford: Oxford University Press.

Nicolini, D., & Monteiro, P. (2017). The practice approach: for a praxeology of organisational and management studies. In H. Tsoukas & A. Langley (Eds.), *The Sage Handbook of Process Organization Studies.* London: Sage.

Norlyk, B. (2017). Designer or Entrepreneur? Counter-Narratives in the Professions. In S. Frandsen, T. Kuhn, & M. W. Lundholt (Eds.), *Counter-Narratives and Organization.* New York: Routledge.

Olexova, R., & Kubickova, V. (2014). The Evolution of the S-D Logic Approach and its Impact on Service Science. *Journal of Service Science Research, 6*(1), 99-124.

Olsen, P. I. (2013). IMP theory in light of process- and system theories. *IMP Journal, 7*(3), 159-170.

Palthe, J. (2014). Regulative, Normative, and Cognitive Elements of Organizations: Implications for Managing Change. *Management and Organizational Studies, 1*(2), 59-66.

Payne, A. F., Storbacka, K., & Frow, P. (2008). Managing the co-creation of value. *Journal of the Academy of Marketing Science, 36*(1), 83-96.

Peñaloza, L., & Venkatesh, A. (2006). Further evolving the new dominant logic of marketing: from services to the social construction of markets. *Marketing Theory, 6*(3), 299-316.

Penrose, E. T. (1959). *The theory of the growth of the firm.* New York: Oxford University Press.

Pera, R., Occhiocupo, N., & Clarke, J. (2016). Motives and resources for value co-creation in a multi-stakeholder ecosystem: A managerial perspective. *Journal of Business Research, 69*(10), 4033–4041.

Peters, L. D. (2012). The Role of the Knowledgeable Customer in Business Network Learning, Value Creation, and Innovation. In S. L. Vargo & R. F. Lusch (Eds.), *Special Issue – Toward a Better Understanding of the*

Role of Value in Markets and Marketing. Bingley: Emerald Group Publishing Limited.

Peters, L. D. (2016). Heteropathic versus homopathic resource integration and value co-creation in service ecosystems. *Journal of Business Research*.

Peters, L. D., Löbler, H., Brodie, R. J., Breidbach, C. F., Hollebeek, L. D., Smith, S. D., . . . Varey, R. J. (2014). Theorizing about resource integration through service-dominant logic. *Marketing Theory*, 1-20.

Petriglieri, J. L., & Devine, B. A. (2016). Mobilizing organizational action against identity threats: The role of organizational members' perceptions and responses. In M. G. Pratt, M. Schultz, B. E. Ashforth, & D. Ravasi (Eds.), *The Oxford Handbook of Organizational Identity*. Oxford: Oxford University Press.

Phillips, N., & Oswick, C. (2012). Organizational Discourse: Domains, Debates, and Directions. *The Academy of Management Annals, 6*(1), 435-481.

Phillips, N., Tracey, P., & Kraatz, M. (2016). Organizational Identity in Institutional Theory: Taking Stock and Moving Forward. In M. G. Pratt, M. Schultz, B. E. Ashforth, & D. Ravasi (Eds.), *The Oxford Handbook of Organizational Identity* (pp. 353-373). Oxford: Oxford University Press.

Plé, L., & Chumpitaz Cáceres, R. (2010). Not always co-creation: introducing interactional co-destruction of value in service-dominant logic. *Journal of Services Marketing, 24*(6), 430 - 437.

Porter, M. E. (1985). *Competitive Advantage: Creating and Sustaining Superior Performance*. New York: Free Press.

Powell, W. W., & Colyvas, J. A. (2008). Microfoundations of Institutional Theory. In R. Greenwood, C. Oliver, K. Sahlin, & R. Suddaby (Eds.), *The SAGE Handbook of Organizational Institutionalism*. Thousand Oaks: Sage Publications Inc.

Powell, W. W., & Rerup, C. (2017). Opening the black box: Micro-foundations of institutional theory. In R. Greenwood, C. Oliver, T. B. Lawrence, & R. E. Meyer (Eds.), *The SAGE Handbook of Organizational Institutionalism* (2nd Edition ed.). London: SAGE Publications Ltd.

Prahalad, C. K. (2004). Invited Commentaries on "Evolving to a New Dominant Logic for Marketing". *Journal of Marketing, 68*(1), 18-27.

Prasad, A. (2002). The contest over meaning: Hermeneutics as an interpretive methodology for understanding texts. *Organizational Research Methods, 5*(1), 12-33.

Prasad, A., & Prasad, P. (2002). The coming of age of interpretive organizational research. *Organizational Research Methods, 5*(1), 4-11.

Pratt, M. G. (2016). Hybrid and Multiple Organizational Identities. In M. G. Pratt, M. Schultz, B. E. Ashforth, & D. Ravasi (Eds.), *The Oxford Handbook of Organizational Identity*. Oxford: Oxford University Press.

Pratt, M. G., Schultz, M., Ashforth, B. E., & Ravasi, D. (2016). Introduction: Organizational Identites. In M. G. Pratt, M. Schultz, B. E. Ashforth, & D. Ravasi (Eds.), *The Oxford Handbook of Organizational Identities*. Oxford: Oxford University Press.

Prior, D. D., & Marcos-Cuevas, J. (2016). Value co-destruction in interfirm relationships: The impact of actor engagement styles. *Marketing Theory, 16*(4), 533 - 552.

Randolph, J. J. (2009). A guide to writing the dissertation literature review. *Practical Assessment, Research & Evaluation, 14*(13), 1-13.

Raskovic, M. (2015). Economic sociology and the ARA interaction model. *Journal of Business & Industrial Marketing, 30*(5), 472-485.

Ravasi, D. (2016). Organizational Identity, Culture, and Image. In M. G. Pratt, M. Schultz, B. E. Ashforth, & D. Ravasi (Eds.), *The Oxford Handbook of Organizational Identity*. Oxford: Oxford University Press.

Ravasi, D., & Schultz, M. (2006). Responding to Organizational Identity Threats: Exploring the Role of Organizational Culture. *Academy of Management Journal, 49*(3), 433-458.

Regmi, K., Naidoo, J., & Pilkington, P. (2010). Understanding the processes of translation and transliteration in qualitative research. *International Journal of Qualitative Methods, 9*(1), 16-26.

Riessman, C. K. (2008). *Narrative Methods for the Human Sciences*. Thousand Oaks: Sage Publications.

Ritsema van Eck-van Peet, H. P., Broekhuis, M., & Gruisen, M. J. J. (1992). Problems of quality management in the professional services. *The International Journal of Quality & Reliability Management, 9*(7), 23-36.

Roulston, K. (2010). *Reflective interviewing: A guide to theory and practice*. London: SAGE Publications Ltd.

Ryan, G. W., & Bernard, H. R. (2003). Techniques to identify themes. *Field Methods, 15*(1), 85-109.

Salonen, A., & Jaakkola, E. (2015). Firm boundary decisions in solution business: Examining internal vs. external resource integration. *Industrial Marketing Management, 51*, 171–183.

Sandberg, J., & Tsoukas, H. (2015). Making sense of the sensemaking perspective: Its constituents, limitations, and opportunities for further development. *Journal of Organizational Behavior, 36*(S1), S6-S32.

Sanders, P. (1982). Phenomenology: A new way of viewing organizational research. *The Academy of Management Review, 7*(3), 353-360.

Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research methods for business students* (Fifth edition ed.). Harlow: Pearson Education Limited.

Schatzki, T. R., Knorr-Cetina, K. D., & Savigny, E. v. (2001). *The practice turn in contemporary theory*. London: Routledge.

Schembri, S. (2006). Rationalizing service logic, or understanding services as experience? *Marketing Theory, 6*(3), 381-392.

Schreier, M. (2012). *Qualitative Content Analysis in Practice*. London: SAGE Publication Ltd.

Schryen, G. (2015). Writing Qualitative IS Literature Reviews—Guidelines for Synthesis, Interpretation, and Guidance of Research. *Communications of the Association for Information Systems, 37, Article 12*.

Schultz, M. (2016). Organizational identity change and temporality. In M. G. Pratt, M. Schultz, B. E. Ashforth, & D. Ravasi (Eds.), *The Oxford Handbook of Organizational Identity*. Oxford: Oxford University Press.

Schwaber, K. (1995). *SCRUM Development Process.* Paper presented at the OOPSLA (Object-Oriented Programming, Systems, Languages & Applications) 95, Austin, Texas.

Schwandt, T. A. (2000). Three Epistemological Stances for Qualitative Inquiry: Interpretivism, Hermeneutics and Social Constructionism. In N. K.

Denzin & Y. S. Lincoln (Eds.), *Handbook of Qualitative Research* (pp. 189–213). London: Sage.

Scott, R. W. (2013). *Institutions and Organizations: Ideas and Interests.* Thousand Oaks: Sage Publications.

Scott, R. W. (2014). *Institutions and Organizations: Ideas, Interests, and Identities* (4th Edition ed.). London: SAGE Publications Ltd.

Seale, C. (1999). *The Quality of Qualitative Research.* London: SAGE Publications Ltd.

Seale, C. (2012). Validity, reliability and the quality of research. In C. Seale (Ed.), *Researching Society and Culture.* London: SAGE Publications Ltd.

Searle, J. R. (1995). *The construction of social reality.* New York: Simon & Schuster Inc.

Seidl, D. (2005). *Organisational Identity and Self-Transformation.* Hants: Ashgate Publishing Limited.

Selznick, P. (1949). *TVA and the grass roots: A study in the sociology of formal organization.* (Vol. Vol. 3). Berkeley University of California Press.

Siltaloppi, J., Koskela-Huotari, K., & Vargo, S. L. (2016). Institutional Complexity as a Driver for Innovation in Service Ecosystems. *Service Science, 8*(3), 333 - 343.

Skålén, P., & Edvardsson, B. (2015). Transforming from the goods to the service-dominant logic. *Marketing Theory*, 1-21.

Skålén, P., Gummerus, J., von Koskull, C., & Magnusson, P. R. (2015). Exploring value propositions and service innovation: a service-dominant logic study. *Journal of the Academy of Marketing Science, 43*(2), 137-158.

Smets, M., Jarzabkowski, P., Burke, G., & Spee, P. (2015). Reinsurance Trading in Lloyd's of London: Balancing Conflicting-yet-Complementary Logics in Practice. *Academy of Management Journal, 58*(3), 932-970.

Smith, J. A. (1996). Beyond the divide between cognition and discourse: Using interpretative phenomenological analysis in health psychology. *Psychology & Health, 11*(2), 261-271.

Soss, J. (2013). Talking Our Way to Meaningful Explanations: A Practice-Centered Approach to In-Depth Interviews for Interpretive Research. In D. Yanow & P. Schwartz-Shea (Eds.), *Interpretation and Method: Empirical Research Methods and the Interpretive Turn* (2nd edition ed., pp. 161-182).

Sousa, F. J. (2010). Chapter 8 Markets-as-networks theory: a review. In A. G. Woodside (Ed.), *Organizational Culture, Business-to-Business Relationships, and Interfirm Networks (Advances in Business Marketing and Purchasing, Volume 16)* (pp. 405-454). Bingley: Emerald Group Publishing Limited.

Spencer, L., Ritchie, J., William, O. C., & Barnard, M. (2014). Analysis: Principles and Processes. In J. Ritchie, J. Lewis, C. MacNaughton Nicholls, & R. Ormston (Eds.), *Qualitative Research Practice* (2nd edition ed.).

Spiegelberg, H. (1975). *Doing phenomenology: Essays on and in phenomenology.* The Hague: Martinus Nijhoff.

Srivastava, R. K., Shervani, T. A., & Fahey, L. (1999). Marketing, Business Processes, and Shareholder Value: An Organizationally Embedded

View of Marketing Activities and the Discipline of Marketing. *Journal of Marketing, 63*(Special Issue 1999), 168-179.

Stake, R. E. (1995). *The art of case study research*. Thousand Oaks: Sage Publications, Inc.

Starks, H., & Trinidad, S. B. (2007). Choose Your Method: A Comparison of Phenomenology, Discourse Analysis, and Grounded Theory. *Qualitative Health Research, 17*(10), 1372-1380.

Storbacka, K., Brodie, R. J., Böhmann, T., Maglio, P. P., & Nenonen, S. (2016). Actor engagement as a microfoundation for value co-creation. *Journal of Business Research, 69*(8), 3008–3017.

Stoten, D. W. (2016). Discourse, knowledge and power: the continuing debate over the DBA. *Journal of Management Development, 35*(4).

Suddaby, R., Foster, W. M., & Trank, C. Q. (2016). Re-membering - rhetorical history as identity work. In M. G. Pratt, M. Schultz, B. E. Ashforth, & D. Ravasi (Eds.), *The Oxford Handbook of Organizational Identity*. Oxford: Oxford University Press.

Suddaby, R., & Muzio, D. (2015). Theoretical perspectives on the professions. In L. Empson, D. Muzio, J. Broschak, & B. Hinings (Eds.), *The Oxford Handbook of Professional Service Firms* (pp. 25-47). Oxford: Oxford University Press.

Sutherland, J. (2012). *The scrum papers: nut, bolts, and origins of an Agile framework*

Symon, G., & Cassel, C. (2012). Assessing qualitative research. In G. Symon & C. Cassel (Eds.), *Qualitative Organizational Research*. London: SAGE Publications Ltd.

Thornton, P. H., Lounsbury, M., & Ocasio, W. (2012). *The Institutional Logics Perspective: A New Approach to Culture, Structure and Process*. Oxford: Oxford University Press.

Thornton, P. H., & Ocasio, W. (2008). Institutional Logics. In R. Greenwood, C. Oliver, K. Sahlin, & R. Suddaby (Eds.), *The SAGE Handbook of Organizational Institutionalism*. London: SAGE Publications Ltd.

Tomkins, L., & Eatough, V. (2013). The feel of experience: Phenomenological ideas for organizational research. *Qualitative Research in Organizations and Management: An International Journal, 8*(3), 258-275.

Tronvoll, B., Edvardsson, B., & Lusch, R. F. (2011). *Alternative Ontological Foundations for Service System Conceptualization*. Paper presented at the Naples Forum on Service, Naples.

Ulaga, W. (2001). Customer value in business markets: an agenda for inquiry. *Industrial Marketing Management, 30*(4), 315-319

Van der Waal, K. (2009). Getting going: Organizing ethnographic fieldwork. In S. Ybema, D. Yanow, H. Wels, & F. Kamsteeg (Eds.), *Organizational Ethnography - Studying the Complexities of Everyday Life*. London: SAGE Publications Ltd.

van Manen, M. (1990). *Researching Lived Experience: Human Science for an Action Sensitive Pedagogy*. Ontario: The State University of New York Press.

Vandermause, R. K., & Fleming, S. E. (2011). Philosophical Hermeneutic Interviewing. *International Journal of Qualitative Methods, 10*(4), 367-377.

Vargo, S. L. (2013). Service-dominant logic reframes (service) innovation. In M. Isomursu, M. Toivonen, M. Kokkala, & P. Pussinen (Eds.), *Highlights in service research* (Vol. VTT Research Highlights 6): VTT Technical Research Centre of Finland.

Vargo, S. L. (2015). *Foundations and Advances in Service-Dominant Logic* Paper presented at the ICServ2015 San Jose.

Vargo, S. L., & Akaka, M. A. (2012). Value cocreation and service systems (re) formation: A service ecosystems view. *Service Science, 4*(3), 207-217.

Vargo, S. L., Akaka, M. A., & Vaughan, C. M. (2017). Conceptualizing Value: A Service-ecosystem View. *Journal of Creating Value, 3*(2), 1-8.

Vargo, S. L., & Clavier, P. (2015, 5-8 Jan. 2015). *Conceptual Framework for a Service-Ecosystems Approach to Project Management.* Paper presented at the System Sciences (HICSS), 2015 48th Hawaii International Conference on.

Vargo, S. L., & Lusch, R. F. (2004a). Evolving to a New Dominant Logic for Marketing. *Journal of Marketing, 68*(1), 1-17

Vargo, S. L., & Lusch, R. F. (2004b). The Four Service Marketing Myths: Remnants of a Goods-Based, Manufacturing Model. *Journal of Service Research, 6*(4), 324-335.

Vargo, S. L., & Lusch, R. F. (2006). Service-Dominant Logic: What It Is, What It Is Not, What It Might Be. In R. F. Lusch & S. L. Vargo (Eds.), *The Service-Dominant Logic of Marketing: Dialog, Debate, and Directions*. Armonk: ME Sharpe.

Vargo, S. L., & Lusch, R. F. (2008a). From goods to service(s): Divergences and convergences of logics. *Industrial Marketing Management, 37*(3), 254-259.

Vargo, S. L., & Lusch, R. F. (2008b). Service-dominant logic: continuing the evolution. *Journal of the Academy of Marketing Science, 36*(1), 1-10.

Vargo, S. L., & Lusch, R. F. (2009). A service-dominant logic for marketing. In P. S. Maclaren, Michael; Stern, Barbara; Tadajewski, Mark (Ed.), *The Sage Handbook of Marketing Theory* (pp. 219–234). London: Sage.

Vargo, S. L., & Lusch, R. F. (2011). It's all B2B...and beyond: Toward a systems perspective of the market. *Industrial Marketing Management, 40*(2), 181–187.

Vargo, S. L., & Lusch, R. F. (2016). Institutions and axioms: an extension and update of service-dominant logic. *Journal of the Academy of Marketing Science, 44*(1), 5–23.

Vargo, S. L., Maglio, P. P., & Akaka, M. A. (2008). On value and value co-creation: A service systems and service logic perspective. *European Management Journal, 26*(3), 145-152.

Vargo, S. L., Wieland, H., & Akaka, M. A. (2015). Innovation through institutionalization: A service ecosystems perspective. *Industrial Marketing Management, 44*, 63–72.

Von Nordenflycht, A. (2010). What is a professional service firm? Toward a theory and taxonomy of knowledge-intensive firms. *Academy of Management Review, 35*(1), 155–174.

Warde, A. (2005). Consumption and Theories of Practice. *Journal of Consumer Culture, 5*(2), 131-153.

Watson, T. J. (2011). Ethnography, Reality, and Truth: The Vital Need for Studies of 'How Things Work' in Organizations and Management. *Journal of Management Studies, 48*(1), 202-217.

Weick, K. E. (1995). *Sensemaking in organizations*. Thousand Oaks: SAGE Publications, Inc.

Weick, K. E. (2012). Organized sensemaking: A commentary on processes of interpretive work. *Human relations, 65*(1), 141-153.

Wendel, S., & Dellaert, B. G. C. (2005). Situation Variation in Consumers' Media Channel Consideration. *Journal of the Academy of Marketing Science, 33*(4), 575-584.

Wengraf, T. (2001). *Qualitative Research Interviewing: Biographic Narrative and Semi-structured Methods*. London: Sage Publications Ltd.

Wetherell, M. (2001). Debates in Discourse Research. In M. Wetherell, S. Taylor, & S. J. Yates (Eds.), *Discourse Theory and Practice*. London: SAGE Publications Ltd.

Whetten, D. A. (2006). Albert and Whetten Revisited: Strengthening the Concept of Organizational Identity. *Journal of Management Inquiry, 15*(3), 219-234.

Whittington, R. (2011). The practice turn in organization research: Towards a disciplined transdisciplinarity. *Accounting, Organizations and Society, 36*(3), 183-186.

Wilkinson, I. (2008). *Business Relating Business: Managing Organisational Relations and Networks*: Edward Elgar Publishing, Incorporated.

Woodruff, R. B. (1997). Customer value: The next source for competitive advantage. *Journal of the Academy of Marketing Science, 25*(2), 139-153.

Woodruff, R. B., & Flint, D. F. (2006). Marketing's service-dominant logic and customer value. In R. F. Lusch & S. L. Vargo (Eds.), *The service-dominant logic of marketing: dialog, debate, and directions*. New York: Sharpe.

Wooten, M., & Hoffman, A. J. (2017). Organizational Fields: Past, Present and Future. In R. Greenwood, C. Oliver, T. B. Lawrence, & R. E. Meyer (Eds.), *The SAGE Handbook of Organizational Institutionalism* (2nd Edition ed.). London: SAGE Publications Ltd.

Wright, M., & Russell, D. (2012). Some philosophical problems for service-dominant logic in marketing. *Australasian Marketing Journal (AMJ), 20*(3), 218-223.

Wry, T., Lounsbury, M., & Glynn, M. A. (2011). Legitimating Nascent Collective Identities: Coordinating Cultural Entrepreneurship. *Organization Science, 22*(2), 449-463.

Yakhlef, A., & Essén, A. (2013). Practice innovation as bodily skills: The example of elderly home care service delivery. *Organization, 20*(6), 881-903.

Yanow, D. (2014). Thinking Interpretively: Philosophical Presuppositions and the Human Sciences. In D. Yanow & P. Schwartz-Shea (Eds.), *Interpretation and Method: Empirical Research Methods and the Interpretive Turn* (2nd edition ed., pp. 5-26). New York: M.E. Sharp.

Yazan, B. (2015). Three approaches to case study methods in education: Yin, Merriam, and Stake. *The Qualitative Report, 20*(2), 134-152.

Yin, R. K. (2014). *Case study research: design and methods*. London: Sage Publications Ltd.

Zeithaml, V. A. (1988). Consumer perceptions of price quality and value: a means-end model and synthesis of evidence. *Journal of Marketing, 52*(3), 2-22.