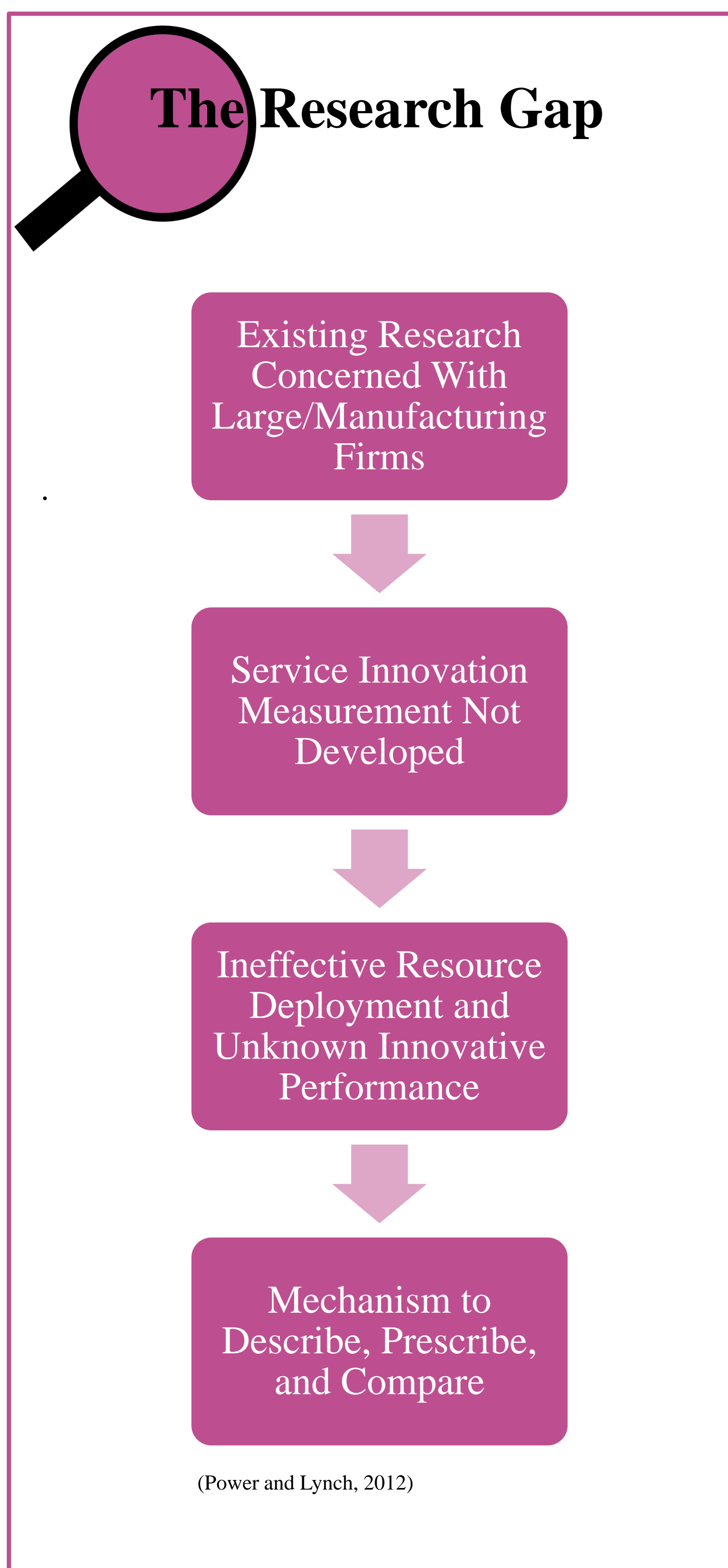
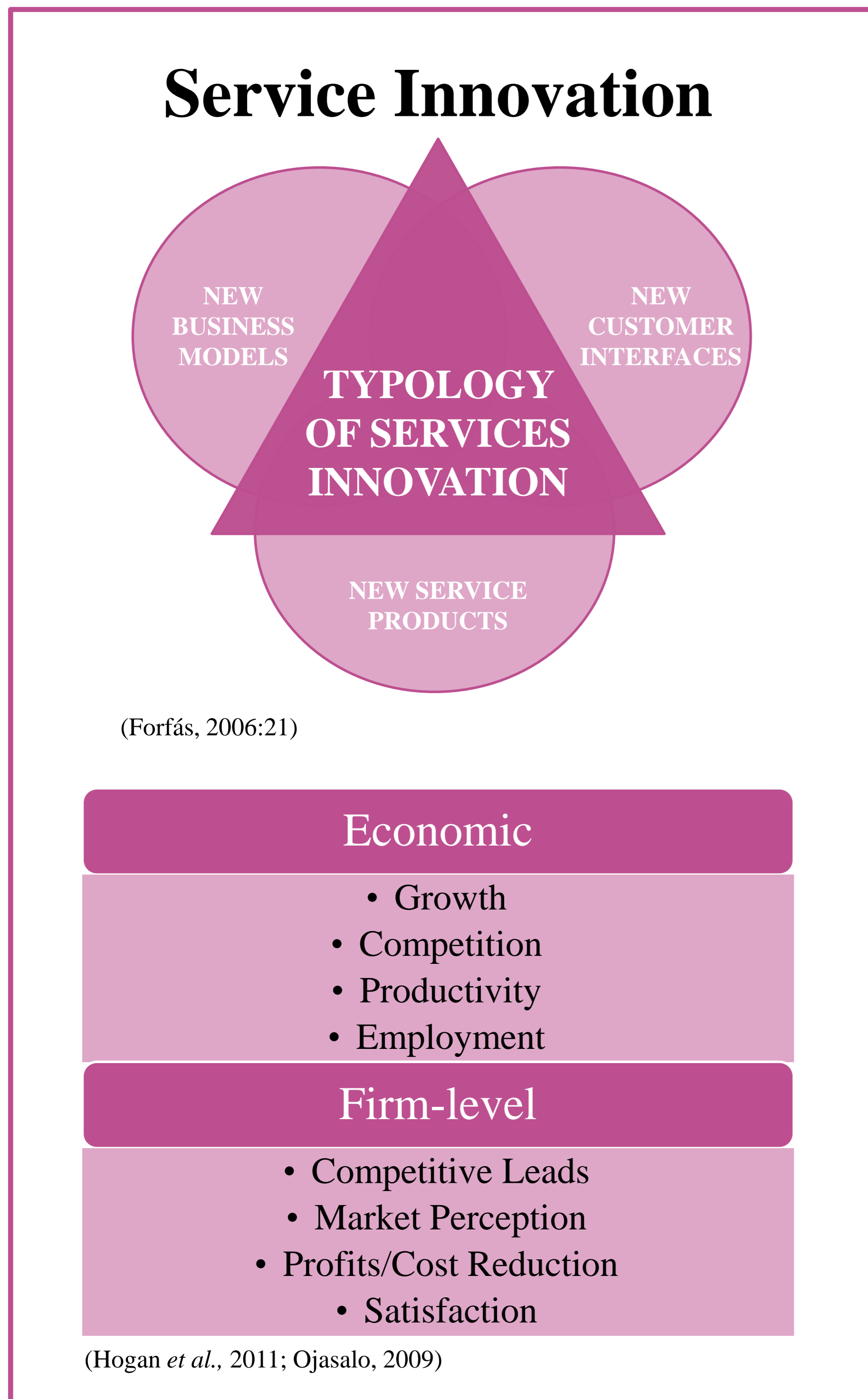


Towards a Maturity Model for Service Innovation Capabilities: Identifying the Research Imperative

Mr. Tadhg Blommerde (tadhg@rikon.ie)
Supervisor: Dr. Patrick Lynch



Waterford Institute of Technology



Proposed Service Innovation Maturity Model

5. Optimising
Service innovation is institutionalised through empowered staff and formalised processes. It is linked to the firms strategy and outputs lead to competitive advantage.

Process Control

4. Measured
Understanding of service innovation in the context of the firms strategy. Consistent results through monitored processes.

Process Measurement

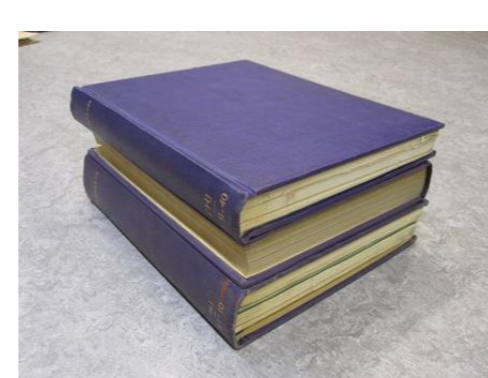
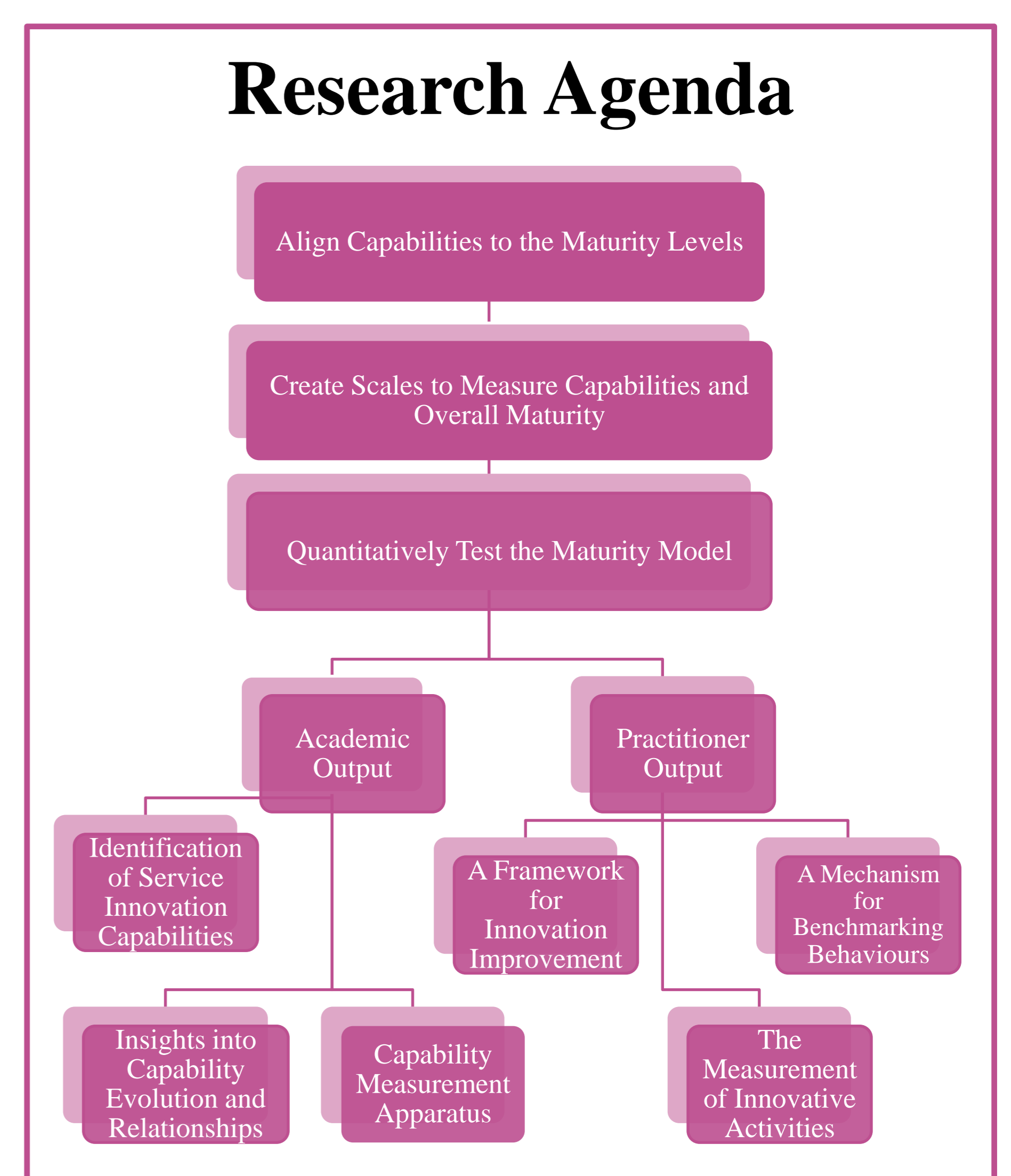
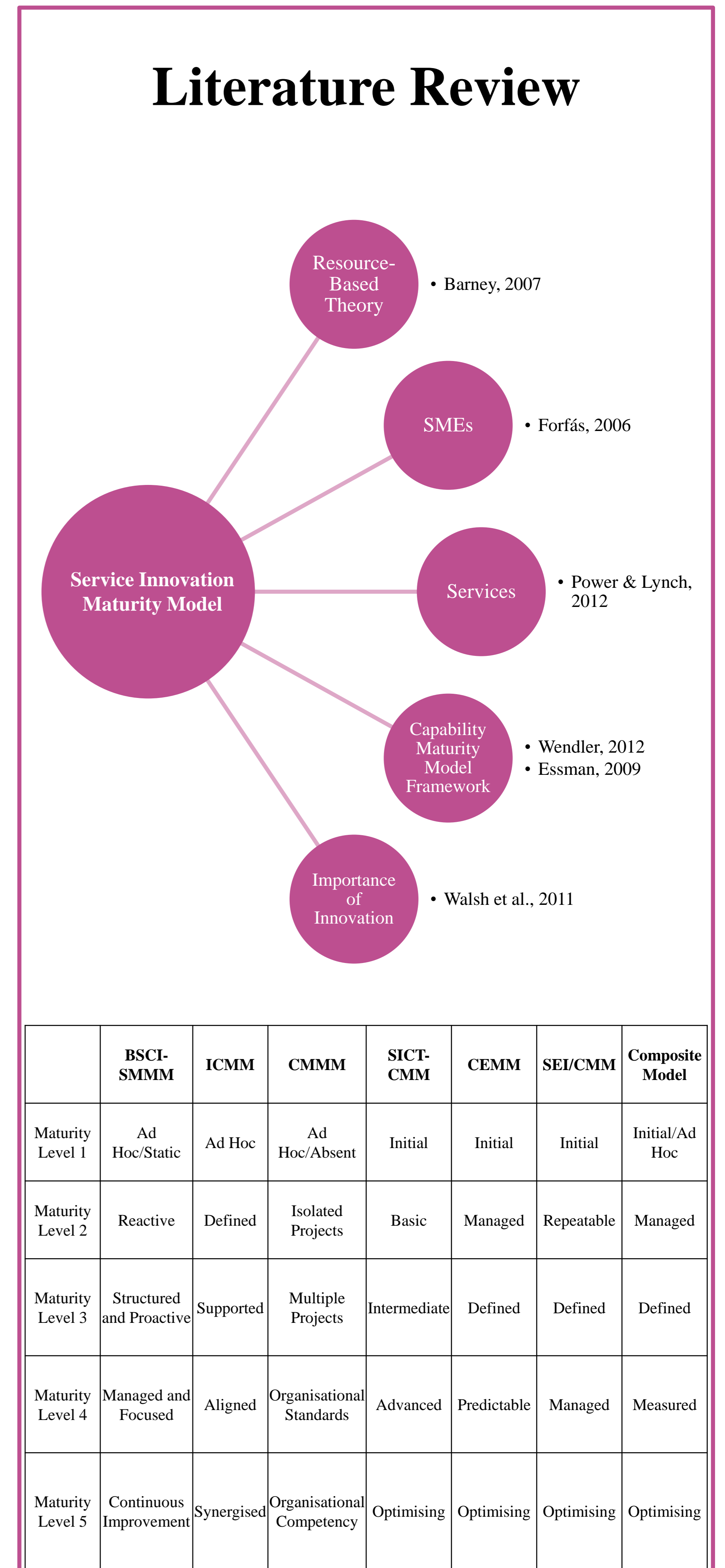
3. Defined
Consistent and standardised service innovation processes, practices, and procedures.

Process Definitions

2. Managed
Beginning to understand service innovation necessity. Inconsistent but attributable results.

Basic Management

1. Initial/Ad hoc
Low service innovation awareness. Short-term focus and inconsistent and unpredictable results.



References

Barney, J. B. and Clark, D. N. (2007) *Resource-based theory: Creating and sustaining competitive advantage*. Oxford University Press Oxford.
Essman, H. E. (2009) *Toward innovation capability maturity*. Thesis, University of Stellenbosch.
Forfás (2006) *Services Innovation in Ireland – Options for innovation policy*. Dublin: Ireland.
Hogan, S. J., Soutar, G. N., McColl-Kennedy, J. R. and Sweeney, J. C. (2011) 'Reconceptualizing professional service firm innovation capability: Scale development'. *Industrial Marketing Management*, Vol. 40, No. 8, pp. 1264-1273.
Jochens, R., Geers, D. and Heinze, P. (2011) 'Maturity measurement of knowledge-intensive business processes'. *The TQM Journal*, Vol. 23, No. 4, pp. 377-387.
Ojasalo, K. (2009) 'Business and Design Competences in Service Innovation and Development'. *The Business Review, Cambridge*, Vol. 13, No. 1, pp. 216-222.
Power, J. and Lynch, P. (2012) 'Towards Developing a Research Roadmap for Service Innovation in Ireland'. Paper presented at the *InterTradeIreland All-Island Innovation Programme 2012 Annual Conference*, NUI Galway, Ireland.
Walsh, M., Lynch, P. and Harrington, D. (2011) 'A Capability-Based Framework for Tourism Innovativeness'. *Irish Journal of Management*, Vol. 31, No. 1, pp. 21-41.
Wendler, R. (2012) 'The maturity of maturity model research: A systematic mapping study'. *Information and Software Technology*, Vol. 54, No. 12, pp. 1317-1339.