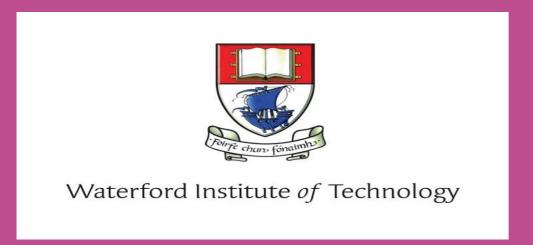
# Towards a Maturity Model for Service Innovation Capabilities: Identifying the Research Imperative

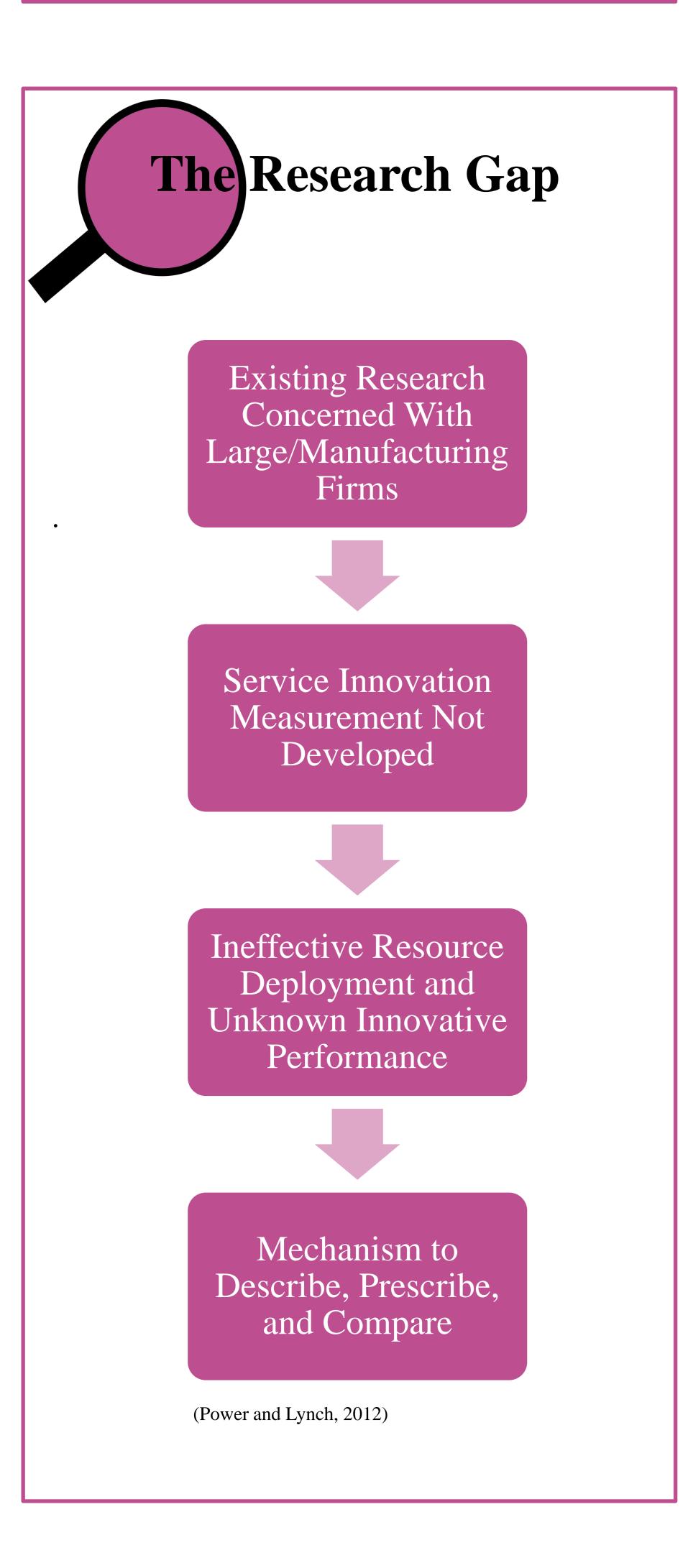


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### **Service Innovation** NEW NEW **CUSTOMEI** BUSINES MODEL INTERFACE **TYPOLOGY OF SERVICES INNOVATION NEW SERVICE PRODUCTS** (Forfás, 2006:21) Economic • Growth Competition Productivity Employment Firm-level • Competitive Leads Market Perception • Profits/Cost Reduction • Satisfaction

(Hogan et al., 2011; Ojasalo, 2009)



## **Proposed Service Innovation Maturity Model**

#### **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**

### Measured

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

### Process Measurement

# **Defined**

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

# **Process Definitions**

#### Managed

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

# Basic Management

# Initial/Ad hoc

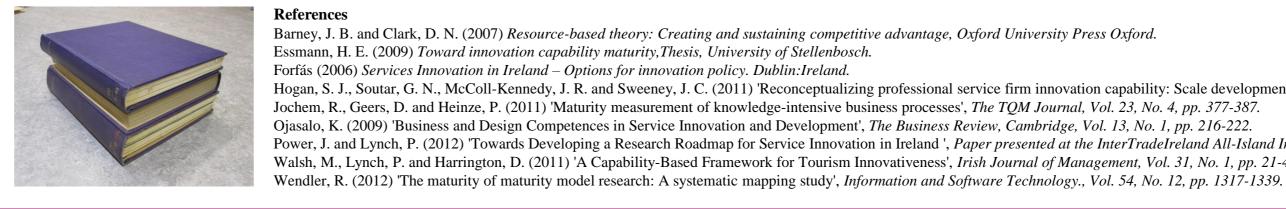
Low service innovation awareness. Short-term focus and inconsistent and unpredictable results.

#### Literature Review • Barney, 2007 **SMEs** • Forfás, 2006 Service Innovation • Power & Lynch, Services 2012 **Maturity Model** • Wendler, 2012 • Essman, 2009 Model Importance • Walsh et al., 2011 of Innovation SICT-**BSCI-**Composite CEMM | SEI/CMM **CMMM ICMM CMM SMMM** Initial/Ad Initial **Initial** Ad Hoc Hoc/Static Hoc/Absent **Isolated** Managed | Repeatable | Managed Defined Basic Reactive Multiple Maturity | Structured Level 3 and Proactive Supported Intermediate Defined Defined Defined Organisational Managed and Maturity Aligned Advanced | Predictable | Managed | Measured Focused



Optimising Optimising Optimising

Maturity Continuous Level 5 Improvement Synergised Competency



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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. Jochem, 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.