

Innovation SIG Tracks

Service infusion in manufacturing firms: Challenges for Service innovation and management

Track Chairs

Lars Witell, Karlstad University lars.witell@kau.se

Manfred Dasselaar, Ericsson Global Service Research

Erik Lindhult, Mälardalen University

Daniel Kindström, Linköping University

Henk Volberda, Erasmus University

Tilo Böhmann, University of Hamburg

Christian Kowalkowski, Hanken School of Economics

Saeed Khanagha, Erasmus University

Services are becoming more and more prevalent in the economy in a way that many manufacturing companies feel the necessity to go beyond merely complementing their offerings with services as add-ons, and attempt to sell their physical products as services. In many cases, the service innovation goes beyond the offering and includes changes in the customer experience, the business model, or the value network. Such transitions from product to service innovation are proved to be associated with organizational challenges for the companies. Inasmuch as services are inherently different than physical products, arguably distinct structures, processes, and practices for innovation and management of service products are needed.



Existing literature suggests requirements such as customer involvement, empowerment of frontline employees and iterative approaches to service innovation as characteristics of the desired practices and processes for managing services. The academic knowledge on these issues, however, are still in its infancy in many areas and the actual impacts of such requirements on management processes and practices as well as organizational antecedents of capabilities to realize such requirements are not fully understood. There is conceptual variation and confusion in description of the area. Overlapping concepts like servitization, hybrid value creation, product-service system/P-S transition, servicification are in use by different research networks. There is a need for clarification and integration of conceptual traditions and streams of research. There is also a need to further develop and assess different theoretical approaches to understand conditions and guide processes of innovating services in manufacturing, like contingency theory, resource based/capability theory, service dominant logic and service system, complexity theory, organization development theory. Moreover, we still lack methods for representing, analysing, and designing service business models. This track invites papers that address issues on how to innovate and become competitive when transiting from manufacturing towards services from different theoretical and methodological perspectives. The topics include:

a) Service innovation management and process

- How conceptualize service innovation?
- Idea generation for service innovation – Requirements and process
- Participants and roles in the service innovation process (Customers, Agents, Management, Partners)
- Service innovation project methods and models
- Relationship with product innovation / product-service-systems

b) Strategy perspective on service innovation and management

- Organizational (dynamic) capabilities for innovation in services and selling products as services
- Absorptive and transformative capacity for service innovation
- Organizational learning and knowledge management in the context of service innovation
- Organizational (re)design for enabling service innovation

c) Service innovation and business models

- Transition towards service business model
- Business model design and development in services context
- IT and data-driven service business models