Index

accounting systems 206, 352, 359
action research 80–81, 307, 319–20, 329
see also extended value chain innovation study; user-based service innovation, including a futures perspective study
Activity Based Costing (ABC) 352–6
see also co-innovation for profitability study
Actor Network Theory (ANT) 27, 28, 79–80, 91–4, 95
actors 73, 75, 76, 77–8, 79, 85–6, 87–8, 91–2, 94
see also Actor Network Theory (ANT); extended value chain innovation study; innovation groups; stakeholders; users
‘add-ons,’ in servitization 181–2
administrative innovation/reforms 159, 162, 163, 164, 207
administrators 234–5
affinity diagram 313
affordability 155–6
after-innovation, users’ roles 11, 369–70, 388
after-sales services 177, 178, 185
see also consulting services; preventative maintenance; repair and maintenance services; user training
agency 254, 265, 266–7, 270
airline industry 357–8
see also co-innovation for profitability study
airplane seat redesign 360–61, 363, 367
Alam, I, 11, 14, 103, 104, 115, 125, 147, 183, 304, 323, 326, 347, 348, 379
Alford, J, 8, 229, 230, 231, 232, 233, 234, 236–7
Amit, R, 123, 169, 170
anthropology 40, 50, 61–2, 67, 327
Antos, J, 352, 353, 355, 356
architectural innovation 78, 79, 81
artefacts see boundary objects; physical artefacts
Asian markets 167, 168, 357
attitude change 178, 185, 193
attitudes
employee-driven innovation (EDI) 255, 260, 265
innovation strategy in the Indian IT service industry study 164, 170
‘othering’ in service encounters study 45, 49, 50, 52, 53, 57–8, 63, 64, 66, 67
automation of services 354, 355–6, 363–4, 368, 377
back-office employees
service blueprinting 380
service innovation 324, 326
user-driven innovation in tourism: an experimental study 327, 328, 330, 331–2, 336–9, 340, 341, 342
Baden-Fuller, C, 123, 128
Baines, T, 177, 178, 179, 180, 182
Baker, T, 25, 30, 31, 37
balanced empowerment 3–4, 326
before-sales services 185
Belderbos, R, 151
benchmarking 106, 109, 110
beneficiaries
multiple voices of the user in public sector services study 240, 241, 242, 247
public services 229–30, 232, 233, 234, 236
in user definitions 227
Beresford, P, 204, 215
Bessant, J, 73, 106, 255–6, 326, 342
User-based innovation in services

Bitner, M.J. 232, 310, 325, 354, 375, 380
bonds 46
boundaries 55
boundary objects 125–8, 130, 141
Bovaird, T. 234
Bowonder, B. 148, 150, 152, 169
branding 163, 192, 361
breakthrough innovation 102, 107
see also KIBS and their users as co-creators of breakthrough innovation study
bricolage: user-based innovation in services studies
background: innovation concept and theories 25–9
bricolage concept 27, 29–32
case studies 32–40
discussion and conclusion 41–2
Brimson, J.A. 352, 353, 355, 356
brokering 106, 233
budget crises 83, 90–91
bundles of goods and services 181
bureaucracy
barrier to service innovation 326
constitutional responsibilities, as necessary for 221
Public Administration 204, 206, 207, 208, 210, 211, 213–14, 215
business advisory services 185
business models 122–8, 129–31, 155, 168
see also business models in user-based development of services study
business models in user-based development of services study
case study on internationalization of KIBS 131–40
concluding discussion 140–42
internationalization of KIBS and the business model 121–2, 128–31
structure and function of business models 122–8
business processing outsourcing (BPO) 146, 147
business-to-business situations 6, 73, 195, 365–6, 368
see also business models in user-based development of services study; extended value chain innovation study; KIBS and their users as co-creators of breakthrough innovation study; service innovation as an experience study
Buur, J. 256, 259, 313
cafés 78–9, 81–2, 85, 88, 91–2
see also ‘othering’ in service encounters study
callers 241, 242–3, 244, 245
Campbell, J.L. 25, 30, 31
capabilities
business models 124, 125, 126, 130, 133, 135
definitions 153, 156–7
innovation strategy in the Indian IT service industry 155, 156–7, 159, 163–5, 168, 169, 170
outsourcing in the IT services industry 150, 151
resource-based view 154, 157
servitization 183
strategic management 152–3
see also competences; dynamic capabilities theories; knowledge; skills
capital cost savings 181, 195
capital investment 353, 355, 360–61, 367
Carlile, P.R. 127, 384
Carlzon, J. 257, 258, 270
case study methodology 32, 107–8, 187, 307
see also semi-structured interviews; unstructured interviews
catering sector see cafés; hotels; ‘othering’ in service encounters study; restaurants
CEOs 262–3, 264
Chadee, D. 155
champions 152, 253–4
change, versus innovation 25–6
change agents 76, 77, 106, 107, 253, 269
Chesbrough, H. 4, 76, 101, 103, 123
choice 206, 207, 210, 212, 214, 215, 244, 350
Christensen, C.M. 101, 103, 151
Index

Christensen, T. 205–6, 207–8
Christmas lunches 83, 86, 90–91, 92

citizen as co-producer 211–12, 214, 216, 218, 223

citizen as consumer 206–8, 214, 215, 216–17, 219, 222, 223, 228, 232–3

citizen as user 203–4, 214–21, 223

citizen engagement 212

citizens

citizens concept 6

multiple voices of the user in public sector services study 240, 241, 242, 243, 244, 245

public services 214, 233, 235, 236, 237

responsibility 216, 217

roles 203–4, 206–8, 211–12, 214–21, 222, 223, 228, 232–3

value of public services 229–30, 231, 232

citizenship 207, 208, 216–21

Clarke, J. 8, 206, 207, 210, 211, 215–16, 219, 220

clients

co-innovation for profitability study 348

multiple voices of the user in public sector services study 240

Public Administration 204, 214–15

public services 232, 233, 236

in user definitions 6, 7, 227

see also consumers; customers; users

closed innovation 4, 76

c-o-creation 5, 11, 230, 231, 252, 257, 264–8, 270–74, 285

c-o-development 6, 11, 304–6, 382

see also user-based service innovation, including a futures perspective study

c-o-innovation for profitability study

analysis of the user-based approaches in the case projects 366–70

case study of the integration of profitability and user-orientation 356–66

concluding remarks 371–2

profitability and cost management in services 350–56

c-o-innovators 246–8

c-o-performance 325

c-o-producers

innovation in the IT services industry 149

multiple voices of the user in public sector services study 241, 244, 246–8

public services 215–16, 230, 231, 234, 236, 237

user-driven innovation in tourism: an experimental study 325

users’ roles 7–8

cognitive rationalization 355

collaboration

co-creation 252

innovation in the IT services industry 148–9, 150, 151

innovation strategy in the Indian IT service industry study 160–61, 162–3, 164–5, 166, 168, 169, 170, 171–2

Network Governance 212

colonialism 61, 62

commodification 219–20, 222–3, 377

common goals 105–6

common language 104, 105

common lexicon 384–5, 386

commonality of experiences 54, 55

communication

bricolage in user-based innovation in services 33–4, 35, 36, 37, 38, 39, 40

business models 124, 125–6, 127–8, 131, 140, 141

innovation strategy in the Indian IT service industry study 165, 171

internationalization 129–30

user-driven innovation in tourism: an experimental study 339

see also information; information and communication technologies; knowledge acquisition; knowledge sharing; networks; technology transfer

communities 216, 217, 234

communities of practice 125, 127, 131

communities of users 12, 234, 349, 370

community development initiatives 204–5

competence deficits 191, 327, 331, 340

Jon Sundbo and Marja Toivonen - 9780857931962
Downloaded from Elgar Online at 03/18/2019 05:40:09AM
via free access
<table>
<thead>
<tr>
<th>Term</th>
<th>Page Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>activity based costing</td>
<td>353, 355</td>
</tr>
<tr>
<td>business models in user-based</td>
<td></td>
</tr>
<tr>
<td>development of services study</td>
<td>135, 139-40</td>
</tr>
<tr>
<td>co-creation</td>
<td>252</td>
</tr>
<tr>
<td>co-innovation for profitability study</td>
<td>362-3, 371, 372</td>
</tr>
<tr>
<td>definitions</td>
<td>153</td>
</tr>
<tr>
<td>employee-driven innovation</td>
<td>256</td>
</tr>
<tr>
<td>globalized work life</td>
<td>258, 259</td>
</tr>
<tr>
<td>innovation strategy in the Indian IT</td>
<td></td>
</tr>
<tr>
<td>service industry study</td>
<td>163, 166, 168, 169</td>
</tr>
<tr>
<td>productization in services</td>
<td>379, 381, 382, 383</td>
</tr>
<tr>
<td>service innovation</td>
<td>284</td>
</tr>
<tr>
<td>user-based innovation</td>
<td>254</td>
</tr>
<tr>
<td>user-driven and employee-driven</td>
<td></td>
</tr>
<tr>
<td>innovation integration in the public</td>
<td>271</td>
</tr>
<tr>
<td>sector study</td>
<td></td>
</tr>
<tr>
<td>user-driven innovation in tourism</td>
<td></td>
</tr>
<tr>
<td>an experimental study</td>
<td>331-2, 340-41, 342</td>
</tr>
<tr>
<td>see also capabilities; core</td>
<td></td>
</tr>
<tr>
<td>competences; design thinking competence;</td>
<td></td>
</tr>
<tr>
<td>knowledge; skills</td>
<td></td>
</tr>
<tr>
<td>competition</td>
<td>93, 94, 166-7, 206, 358, 364</td>
</tr>
<tr>
<td>competitive advantage</td>
<td></td>
</tr>
<tr>
<td>business models of internationalization</td>
<td>130, 133</td>
</tr>
<tr>
<td>innovation in the IT services industry</td>
<td>149</td>
</tr>
<tr>
<td>innovation networks</td>
<td>254-5</td>
</tr>
<tr>
<td>innovation strategy in the Indian IT</td>
<td></td>
</tr>
<tr>
<td>service industry 147, 154, 156, 162, 170</td>
<td></td>
</tr>
<tr>
<td>resource-based view</td>
<td>154</td>
</tr>
<tr>
<td>servitization</td>
<td>179, 182-3</td>
</tr>
<tr>
<td>strategic capabilities</td>
<td>153</td>
</tr>
<tr>
<td>competitiveness</td>
<td>152, 157, 161, 256, 290</td>
</tr>
<tr>
<td>complementary assets</td>
<td>183</td>
</tr>
<tr>
<td>complexity</td>
<td></td>
</tr>
<tr>
<td>bricolage in user-based innovation in</td>
<td></td>
</tr>
<tr>
<td>services 30, 31</td>
<td></td>
</tr>
<tr>
<td>extended value chain</td>
<td>91</td>
</tr>
<tr>
<td>IT services industry 146, 150, 164, 172</td>
<td></td>
</tr>
<tr>
<td>Network Governance approaches to</td>
<td>212-13</td>
</tr>
<tr>
<td>public services</td>
<td>209, 216, 220, 231, 242, 248-9</td>
</tr>
<tr>
<td>service innovation</td>
<td>11, 74</td>
</tr>
<tr>
<td>spaces of living</td>
<td>54</td>
</tr>
<tr>
<td>strategic management</td>
<td>152</td>
</tr>
<tr>
<td>conflict</td>
<td>171, 247-8</td>
</tr>
<tr>
<td>constitutional responsibilities</td>
<td>221</td>
</tr>
<tr>
<td>construction cost savings</td>
<td>135, 136, 137</td>
</tr>
<tr>
<td>construction sector see service</td>
<td></td>
</tr>
<tr>
<td>innovation as an experience study</td>
<td></td>
</tr>
<tr>
<td>consulting services</td>
<td>101-2, 177, 178, 184, 186, 188, 191-4, 195</td>
</tr>
<tr>
<td>see also KIBS and their users as</td>
<td></td>
</tr>
<tr>
<td>co-creators of breakthrough innovation</td>
<td></td>
</tr>
<tr>
<td>study in consumerism; clients;</td>
<td></td>
</tr>
<tr>
<td>consumerism; consumption of services;</td>
<td></td>
</tr>
<tr>
<td>customers; users</td>
<td></td>
</tr>
<tr>
<td>consumption of services</td>
<td></td>
</tr>
<tr>
<td>multiple voices of the user in public</td>
<td>242-3</td>
</tr>
<tr>
<td>sector services study</td>
<td></td>
</tr>
<tr>
<td>user-driven innovation in tourism</td>
<td></td>
</tr>
<tr>
<td>an experimental study</td>
<td>325</td>
</tr>
<tr>
<td>users’ roles 7-8, 231, 232-3, 234, 235, 236, 237, 238, 239</td>
<td></td>
</tr>
<tr>
<td>value 5</td>
<td></td>
</tr>
<tr>
<td>content analysis</td>
<td>134, 159, 240</td>
</tr>
<tr>
<td>Cooper, R.G.</td>
<td>13, 81, 89, 102, 156, 304, 378, 387</td>
</tr>
<tr>
<td>cooperation 38-40, 151, 160, 211, 212,</td>
<td></td>
</tr>
<tr>
<td>214, 343</td>
<td></td>
</tr>
<tr>
<td>core competences</td>
<td>153, 179</td>
</tr>
<tr>
<td>core IS capabilities</td>
<td>157</td>
</tr>
<tr>
<td>core products 181-2</td>
<td></td>
</tr>
<tr>
<td>core users 37</td>
<td></td>
</tr>
<tr>
<td>cost management</td>
<td></td>
</tr>
<tr>
<td>Activity Based Costing 353, 354</td>
<td></td>
</tr>
<tr>
<td>airline industry 357-8</td>
<td></td>
</tr>
<tr>
<td>business models in user-based</td>
<td></td>
</tr>
<tr>
<td>development of services study</td>
<td>135, 136, 137</td>
</tr>
<tr>
<td>co-innovation for profitability study</td>
<td>356-7, 359, 361-4, 367-8</td>
</tr>
<tr>
<td>innovation strategy in the Indian IT</td>
<td></td>
</tr>
<tr>
<td>service industry 150, 155, 161</td>
<td></td>
</tr>
</tbody>
</table>
issues in the services context 350–56
IT services industry 145, 150
KIBS and their users as co-creators of breakthrough innovation study 109
multiple voices of the user in public sector services study 243, 244
New Public Management 206
versus quality of services 350–52
servitization 181
user-based service innovation 347
see also accounting systems; Activity Based Costing (ABC); cost sharing; costs; revenue streams
cost sharing 110, 115, 161
costs
business models 124, 125, 126, 133, 136
internationalization 129
multiple voices of the user in public sector services study 243, 244, 247
public services 235, 237
versus quality of services 350–52
user-based innovation in services 103, 104
see also affordability; cost management; cost sharing; knowledge acquisition costs; labour costs; low cost carriers (LCCs); overhead costs; pricing; transaction cost economics; variable costs
creativity
bricolage in user-based innovation in services 30–31, 35, 37, 40, 41
co-development 304
extended chain value innovation study 92–3
in innovation definitions 25
KIBS and their users as co-creators of breakthrough innovation study 109, 111, 115, 116, 117
user-driven and employee-driven innovation integration in the public sector study 251, 261, 262, 269, 271, 273
user-driven innovation in tourism: an experimental study 336, 340
creativity deficits 256
critical incident technique 32
see also bricolage: user-based innovation in services studies
Crouch, C. 219
crowdsourcing 150, 168
cultural consumption theory 8
culture 121, 130, 131, 133, 155, 167
see also cultural consumption theory; innovation culture; multi-culturalism; service culture
customer acquisition costs 181, 195
customer as user 105, 115, 117, 147, 149
customer base 191–2, 193
customer interface 124, 125, 126, 128, 129
customer relationship
business models 124, 125, 126, 128, 132, 135, 139
service marketing 9
servitization 183, 184, 185, 186
user-based innovation in services 76, 104, 105
user-based service innovation, including a futures perspective study 318–19
users as a development driver in manufacturing: ‘reverse servitization’ study 190, 193
value 8
customer satisfaction 76, 257, 305, 326–7, 332–3, 334, 335, 336, 363
see also customer satisfaction surveys; user information; user needs
customer satisfaction surveys
co–development 305
co–innovation for profitability study 360, 366, 367, 371
critique 327–8, 341–2
multiple voices of the user in public sector services study 241, 245, 246
service innovation as an experience study 285, 297
service marketing 10
user-based innovation in services 46, 254

Jon Sundbo and Marja Toivonen - 9780857931962
Downloaded from Elgar Online at 03/18/2019 05:37:15AM
via free access
user-driven innovation in tourism: an experimental study 329–31, 332–41, 342
customer service orientation 206, 207, 208, 209, 260, 261

customers

co-innovation for profitability study 348
concept 6, 7, 8, 227
multiple voices of the user in public sector services study 240, 244
New Public Management 207, 208, 214
public sector 8, 215
role 7–8
see also clients; consumers; customer as user; key customers; life-span of customership; paying customers; services supporting the customer (SSC); target customers; users

customization 47, 57, 147, 170, 185, 313, 316, 352, 378
dairies 78, 79, 81, 82, 85, 87, 88, 92
data mining 360, 367
de-politicization of public services 206–7, 208, 209–10, 214, 219–21
decentralization 206, 209, 210, 216
decision-making
decision to acquire the service 231, 232, 235, 238, 239, 242, 243
extended value chain innovation study 88–9
innovation strategy in the Indian IT service industry study 163, 164, 166, 167, 169, 172
production of public services 233–4
productization in services 383
demand for user-based innovation in services 64
democratization of work 256–7, 258
Denmark 12–13, 33–40, 41, 42, 213
see also extended value chain innovation study; KIBS and their users as co-creators of breakthrough innovation study; ‘othering’ in service encounters

study; user-driven innovation in tourism: an experimental study
de-regulation 155, 357
design 349, 350
see also design game; design thinking competence; participatory design; product design; service design; service redesign
design game 313
design thinking competence 257–8, 268
developed countries 145, 146
developing countries 145, 146, 147
Development Partnership 38–40, 41, 42
development team integration 104, 105
diagnosis 106, 107, 307, 347
dialogue 349–50, 368, 369, 370–71
see also employee discussions; user discussions
different knowledge 55, 58–9, 63, 65, 66
differentiation 351, 360–61
see also different knowledge; differing interests; interpretative differences; ‘othering’; pluralism

differing interests 384, 386
diffusion 31, 40, 41, 146, 151, 228
digitization of services 35, 122–3, 155, 258–9, 353, 355–6, 363–4, 366, 368, 370

disassembling 313, 315
disruptive innovation 155
distribution channels 78, 79, 124, 125, 126, 128, 132, 135, 138–9
distrust 39
Djellal, F. 2, 7, 252, 284, 352, 355
domestic markets 121, 129, 133, 136, 137, 138, 139, 141
domination 61, 62, 66
double stimulation 261
downsizing 347, 353, 356–7, 359, 362–3, 365, 368
Du Gay, P. 206, 209–10, 211, 221
dynamic capabilities theories 27–8
economic recession 259–60, 330, 356
economic values 205–6, 207
education services 231, 247
Edvardsson, B. 3, 5, 46, 73, 81, 126, 230, 231–2, 282, 283, 325, 326, 375, 379, 382, 384

Jon Sundbo and Marja Toivonen - 9780857931962
Downloaded from Elgar Online at 03/18/2019 05:37:15AM via free access
Index

effectiveness
  bricolage in user-based innovation in services 27, 30, 36, 38
cost–quality dilemma 351–2
definitions 352
New Public Management 205, 206, 209, 214, 222
productization in services 376, 384

efficiency
  Activity Based Costing 355–6
  airline industry 358
  co-innovation for profitability study 360–61, 362–3
  cost–quality dilemma 351–2
  definitions 352
  extended value chain innovation study 87, 88–9, 95
  innovation strategy in the Indian IT service industry study 147, 161, 162
  New Public Management 205–6, 207, 209, 214
  R&D in the manufacturing sector 73
  service innovation as an experience study 290, 295
  servitization 180
  user-based service innovation, relationship with 347, 375
  user-driven innovation in tourism: an experimental study 338–9, 340, 341, 342
  see also productization in services

Ekeledo, I. 129, 130, 131
elderly care 38–40, 41, 42
electronic billing for small-sized enterprises see service innovation as an experience study
employee commitment 110, 117
employee control 258
employee discussions 33–4, 35, 39, 40
employee-driven innovation (EDI) 255–8, 362–3, 370, 385, 386–7, 390
  see also user-driven and employee-driven innovation integration in the public sector study; user-driven innovation in tourism: an experimental study
employee empowerment 256, 260, 265, 326
employee engagement 251, 258, 259, 265, 271, 274
employee experiences
  bricolage in user-based innovation in services 30, 33–4, 35, 39, 40
  user-based innovation in services 26–7
  user-driven and employee-driven innovation integration in the public sector study 263, 265, 266, 269, 271, 274
  see also service innovation as an experience study
employee ideas 164, 326, 331–2
employee motivation 110, 262
employee participation
  cognitive rationalization 355
  productization in services 375, 379, 383, 385, 386–7
  user-driven and employee-driven innovation integration in the public sector study 265, 269
  user-driven innovation in tourism: an experimental study 331–2
employee responsibilities 256, 257, 258
employee spaces of living 51–2, 53–5, 57–8, 59, 60–61, 62–3, 64
employee training 39, 64, 194, 363, 368
employee–user interactions 39, 40, 41, 42
employees
  job satisfaction 52–3, 65, 189, 256, 259
  skills 2, 30, 39, 257, 258, 284, 355, 371, 372, 375
  well-being at work 251, 258–9, 268, 270, 271, 273
  see also back-office employees; employee commitment; employee control; employee discussions; employee-driven innovation (EDI); employee empowerment; employee engagement; employee experiences; employee ideas; employee motivation; employee participation; employee responsibilities; employee spaces of living; employee training; employee–user
interactions; entrepreneurial employees; front-line employees; labour costs empowerment 3–4, 206, 212, 215–16, 256, 260, 265, 326 end-users 5, 230, 231, 241 engineering consultancies see KIBS and their users as co-creators of breakthrough innovation study entrepreneurial employees 171, 326 entrepreneurial experiences 30, 31 entrepreneurial management 55–7, 41, 42 entrepreneurship extended value chain innovation study 77, 84, 88, 91–2, 94, 95 innovation theories 253–4 New Public Management 209 Reinventing Government 205, 206 see also entrepreneurial employees; entrepreneurial experiences; entrepreneurial management; entrepreneurial deficits entrepreneurship deficits 90 environmental factors 164, 170, 179–80 Environmental Trailer 111–14, 115, 116, 117 ethnographic fieldwork 49–51, 67 see also ‘othering’ in service encounters study Europe 145, 146, 357 European markets 167, 357 evaluation 261, 264, 267, 381, 382 Event-Based Narrative Inquiry Technique (EBNIT) 286–7 see also service innovation as an experience study events 30, 284 see also Event-Based Narrative Inquiry Technique (EBNIT); imaginary events; lived critical events; other lived events Evetts, J. 47–8, 59 excluded labour force 84, 86, 90–91, 94 experiences of services co-development 305 concept 282–3 concept in the context of service innovation 283–4 extended value chain innovation study 74, 75, 78, 79, 80, 81, 88, 93, 95 supply chain innovation models 76 see also employee experiences; experiential knowledge; phenomenology; service innovation as an experience study; shared experiences; user experiences experiential knowledge 47, 59 experimentation 111–14, 115, 116, 117, 264 see also field experiments experts co-innovation for profitability study 362, 364, 365–6, 371, 372 extended value chain innovation study 82, 83, 85, 88, 89 KIBS 104, 106, 110–14, 116, 117 productization in services 388 user-based innovation 254 explicit information 127 exploration 31, 41 extended value chain innovation study conclusion 94–6 method and development of the research 80–86 results 87–91 theoretical understanding: extending actor network theory 91–4 theory and modelling 72–80 external actors 77 external demand for professionalism 47–8, 52 facilitators extended value chain innovation study 75, 76, 81–3, 84, 89, 90, 92 KIBS 106 user-based service innovation, including a futures perspective study 315 user-driven and employee-driven innovation integration in the public sector study 260–61, 263, 264, 268 user-driven innovation in tourism: an experimental study 330 farmers 78, 79, 81, 82, 83, 85, 87, 88, 95
feedback 164, 165, 316  
*see also* feedback interviews; user feedback

feedback interviews 265, 268

field experiments 80–81, 328–9, 342–3  
*see also* extended value chain innovation study; user-driven innovation in tourism: an experimental study

filters 386, 390

financial crises 83, 90–91, 357, 358

financial resources 124, 125, 126, 153  
*see also* capital investment; cost management; costs; financial support; payment

financial sector *see* user-based service innovation, including a futures perspective study

financial support 109, 110, 234, 235

Finland 12–13  
*see also* business models in user-based development of services study; multiple voices of the user in public sector services study; user-based service innovation, including a futures perspective study; user-driven and employee-driven innovation integration in the public sector study; users as a development driver in manufacturing: ‘reverse servitization’ study

firm growth 149, 153–4, 193, 194  
*see also* future firm growth

firm size 151, 191

flexibility

bricolage: user-based innovation in services study 39

innovation strategy in the Indian IT service industry study 162, 167, 168, 169, 171, 172

New Public Management 206, 207, 208

Reinventing Government 208

Flyvbjerg, B. 32, 107–8

focus groups 46, 304, 364

food and drinks sector *see* cafés; farmers; food wholesale sector; gastronomic pasta; hotels; organic cappuccino milk; ‘othering’

in service encounters study; restaurants

food wholesale sector 78, 79, 81, 82, 83, 85, 92

foreign direct investment (FDI) 129, 130

foreign markets 121–2, 129, 130, 131, 132, 133, 136, 137, 138, 139, 141  
*see also* Asian markets; European markets; German markets; global markets; Russian markets

foresight methods *see* future orientation

formal procedures 31–2, 33, 34, 35

free agents 79, 94

Freidson, E. 47

Friedli, T. 178, 181, 184

front-line employees

coi-innovation for profitability study 362, 363, 364, 368, 370

cognitive rationalization 355

productization in services 386–7, 390

service blueprinting 380

service encounters 46

service innovation 324, 326

user-driven innovation in tourism 327, 328, 330, 331, 332, 336–9, 340, 341, 342  
*see also* home helpers; ‘othering’ in service encounters study; user-driven and employee-driven innovation integration in the public sector study; waiters

frustration 59, 170, 268, 270, 273, 294, 297

Fuglsang, L. 4, 31, 33, 204, 252, 324, 326

future firm growth 159, 160, 167, 168

future orientation 9–10, 303, 306–7  
*see also* future firm growth; future-oriented 3D concept generation; trend analysis; user-based service innovation, including a futures perspective study; weak signals

future-oriented 3D concept generation 312–17, 318, 319

Gaebler, T. 205, 207

Gallouj, F. 2, 3, 5, 7, 75, 77, 95, 101,
User-based innovation in services

102, 107, 117, 230, 252, 284, 294, 323, 325, 326, 352, 355
gastronomic pasta 82–3, 85, 92, 93
Gebauer, H. 178, 180–81, 184
generalization 329, 343
generalized other 61, 62, 63
generic management 205–6, 209
geographical distribution 127
German markets 134, 137, 138, 139, 140
Gilmore, J.H. 5, 71, 74, 93, 283, 298
global disasters 357
global IT services industry 145–6
global markets 167
globalized work life 258–9
Goncalves, A.P. 7, 257–8
goods see products
governance versus government 210–11
governments 147, 160, 210–11, 221
see also municipalities; public sector
Govindarajan, V. 152, 154
Grant, R.M. 154
Griesemer, J.R. 127
Grönroos, C. 5, 46, 73, 88, 93, 230, 378
grouping, future-oriented 3D concept
generation 313, 314, 315–16
guest space of living 51, 53, 54–5, 56–7, 62–3, 65
Hamel, G. 151, 153
Hartley, J. 204, 207, 212, 213, 216
Hasu, M. 7, 11, 254, 255, 273
Hatton, E. 25, 30, 31
Hauknes, J. 217
health care sector 251–2, 256
see also multiple voices of the user
in public sector services study;
user-driven and employee-
driven innovation integration in
the public sector study
heating, ventilating and air
conditioning (HVAC) industry
see users as a development
driver in manufacturing: ‘reverse
servitization’ study
heavy users 348, 362, 363, 364, 366, 370, 371
Helkkula, A. 281, 283, 284, 286, 296, 297, 298
help desks 36
see also multiple voices of the user in
public sector services study
heterogeneous resources 28, 31
hiring personnel 163, 164
Holopainen, M. 303, 308, 382, 389
home helpers 33–5, 41, 42
Hoover, W.E. 183, 376
hospitals 251–2
see also user-driven and employee-
driven innovation integration in
the public sector study
hotels 83, 86, 90–91, 92
Howells, J. 183, 347
Huberman, A.M. 107–8, 240
human resources 2, 153, 162, 163, 168, 171, 355
hybrid products 2
hyperprofessionalism 53, 57, 59–60, 65–6
ideas 168, 311, 312, 315, 317, 318, 319, 325
see also employee ideas; service
provider ideas; user ideas
imaginary events 286, 287, 289, 290, 294, 295, 296
imaginary experiences 283, 286, 287, 297
imaginary services 310–11, 315, 316
imitation hindrance 170–71
immediate users 5, 177
implementation
bricolage in user-based innovation in
services 34, 36, 37, 39, 40, 41
co-development 305
innovation models 11
Not-Invented-Here Syndrome 343
service blueprinting 380, 381
user-based innovation in services 64
user-driven innovation in tourism:
an experimental study 325
improvisation 31–2, 33, 34, 35, 37
see also ‘jugaad’; ‘making do’
in-flight meals 361–2, 367
incremental innovation
bricolage in user-based service
innovation 30, 31, 34, 35, 37, 40, 41–2
employee-driven innovation 257
Index

extended value chain innovation study 89
importance 1
user-based service innovation 26–7
see also stepwise servitization
Indian IT services sector 145, 146–8, 150, 151, 154, 155, 160, 172
see also innovation strategy in the
Indian IT service industry study
indigenous peoples 61, 62
individual citizens 230, 231, 232
individualized care 33, 34, 39
individuation 27, 28–9, 41–2
industrialized services 6, 377–8
inefficiency 73
information 30, 35–6, 37, 38, 166–7, 168, 180, 186
see also customer satisfaction surveys; employee discussions; explicit information; information and communication technologies; information exchange; interviews; knowledge; service information; tourist informational needs; user discussions; user information; user information deficits
information and communication technologies 11, 35–7, 134, 258–9
see also digitization of services; information technology services industry; Internet
information and technology outsourcing (ITO) 146, 147, 150, 154, 155
see also innovation strategy in the
Indian IT service industry study
information exchange 10, 127, 156, 157, 159, 166, 168, 171
information systems (IS) 146, 149
information technology services industry 145–6, 147, 148–52, 154, 155, 157
see also Indian IT services sector; innovation strategy in the
Indian IT service industry study
infrastructure management 124, 125, 126
innovating service firms, role in extended value chain innovation study 91–2
innovation business models 123
versus change 25–6
concept and definitions 2, 25–7, 102, 156, 204
health care sector 251–2, 256
versus invention 154
manufacturing sector 2
models see linear model of innovation; stage gate models of innovation
practice-based theories 27–8
public sector 203, 204–5, 206–10, 212–14, 215, 218–19, 220–21
theories 1–2, 4, 253–9
users’ roles 9, 10–12
well-being at work as a prerequisite 258–9
Innovation Board 109, 110
innovation culture 152, 159–60
innovation groups 79, 80, 82–3, 84, 85–6, 87–8, 90, 94, 95
innovation networks 76–7, 101, 254–5
innovation processes 12, 75, 149, 150
innovation projects 77, 109, 110–14
innovation strategy in the Indian IT service industry study background: rise of Indian IT services and growth of global IT 145–8
conclusions and implications 169–72
data and methods 157–9
results 159–69
findings related to capabilities 163–5, 168
findings related to performance 165–8
findings related to resources 161–3, 168
general findings 159–61
theoretical framework and central concepts 148–57
innovative work behaviour 257, 258
installed base (IB) 177, 178, 179–80, 181, 184, 195
insurance sector see user-based service innovation, including a futures perspective study
intangible resources 2, 153, 163
integrated solutions 183–4, 186, 195
see also users as a development driver in manufacturing: ‘reverse servitization’ study
integration, in innovation 77
inter-firm cooperation 151, 160
inter-firm coordination 156, 157, 159, 164
internalized professionalism 47–8, 52–3
internationalization 128–31, 188, 191, 194
see also business models in user-based development of services study; innovation strategy in the Indian IT service industry study
Internet 145, 151, 154, 294, 296, 349, 370
interpretative differences 383–5
interviews 254
see also Event-Based Narrative Inquiry Technique (EBNIT); feedback interviews; semi-structured interviews; unstructured interviews
invention 4, 154
Jaeger, B. 227, 232
Jeppesen, L.B. 103, 104, 105, 349
Jessop, R. 210, 211, 212–13, 216
job satisfaction 52–3, 65, 189, 256, 259
Johnson, G. 152–3, 171
Jos, P.H. 229, 233, 237, 244
‘jugaad’ 149, 155–6, 168, 170–71
Jugulum, R. 150, 151
Kallenberg, R. 177, 178, 179, 180, 181, 182, 183–4, 195
Kaplan, R.S. 124, 352, 353, 354, 357
Kaulio, M. 349–50
key customers 348, 363, 364, 366, 367, 368, 369–70
KIBS 101–2, 106–7, 128–31, 326, 389
see also business models in user-based development of services study; global IT services industry; Indian IT services sector; innovation strategy in the Indian IT service industry study; KIBS and their users as co-creators of breakthrough innovation study; KIBS-user interaction; users as a development driver in manufacturing: ‘reverse servitization’ study
KIBS and their users as co-creators of breakthrough innovation study case company: Rambøll Denmark 109–14 conclusion 116–18
discussion 115–16
KIBS as a specific type of service organization 101–2, 106–7
research method 107–8
user-based innovation in services theories and models 102–6
KIBS-user interaction 110–14, 115–16
Kim, W.C. 81, 183, 376
King, C.S. 209, 212, 218
Kline, S.J. 10, 103, 253
knowledge 2, 160, 254, 331–2, 340–41, 342, 384
see also capabilities; competences; different knowledge; experiential knowledge; information; KIBS; knowledge acquisition; knowledge deficits; knowledge institutions; knowledge sharing; professional knowledge; skills; tacit knowledge
knowledge acquisition extended chain value innovation study 78, 79, 93
innovation strategy in the Indian IT service industry study 166
productization in services 385
user-driven innovation in tourism: an experimental study 336, 337, 338, 339, 340
users as a development driver in manufacturing: ‘reverse servitization’ 181, 191, 192, 194, 195
knowledge acquisition costs 181, 195
knowledge deficits 327, 331, 340
knowledge institutions 75, 78
knowledge-intensive business services
see KIBS
knowledge sharing
  bricolage in user-based innovation in services 40, 41
  communities of practice 127
innovation strategy in the Indian IT service industry study 166, 167
productization in services 384, 385, 386–7, 390
user-driven innovation in tourism: an experimental study 327, 332, 339, 340, 341, 342
Koch, P. 14, 26, 204, 209, 217
Kotler, P. 2, 4, 177, 185
Kvale, S. 108, 134
labour arbitrage 163, 165, 167
labour costs 353, 354–5, 362–3, 367–8
Lægreid, P. 205–6, 207–8
language skills 138, 162, 163
Latour, B. 27, 72, 79, 91, 93, 94
lead users
  co-innovation for profitability study 348, 361–2, 364, 367, 368, 369, 370, 371
  innovation theories 4
  roles in service innovation 9, 11–12, 254, 327
user-driven and employee-driven innovation integration in the public sector study 272
leadership 171, 265, 269, 270
leading entrepreneur 91–2
learning 212, 213, 252, 258, 261, 264–5, 269–73
  see also organizational learning; user-based learning
Lévi-Strauss, C. 25, 29–30, 41
Levitt, T. 6, 377
life-cycle cost savings 135, 136, 137
life-cycle perspective 12, 183, 184
life-span of customership 317–18
linear model of innovation 10, 103, 253–4
listening 342, 349–50, 366–9
lived critical events 286, 287, 288, 290–93, 294, 295
lived experiences 10, 283, 287, 288, 298, 299
low cost carriers (LCCs) 357–8, 364–5
loyalty 9, 46, 156, 165, 370
Lundkvist, A. 103, 104, 105
Magnusson, P.R. 104, 105, 115, 154, 170, 281, 284
‘making do’ 30, 33, 34
  see also improvisation; ‘jugaad’
management 154
  see also CEOs; cost management;
entrepreneurial management;
generic management;
infrastructure management;
managerialism; managers;
New Public Management;
operational management;
self-management; strategic management; top management
manager control 252, 257
manager ideas 331–2
manager involvement 261–3, 264, 266–7, 268–9, 271, 272, 273
manager responsibilities 257, 331–2
manager support 152, 252, 268–9, 273
managerialism 205–6, 209, 215, 220
managers
  co-innovation for profitability study 363, 364, 366, 367, 369, 370
  creativity deficits 256
  service blueprinting 380
user-driven and employee-driven innovation integration in the public sector study 251
user-driven innovation in tourism: an experimental study 327, 328, 329, 330, 331–2
manufacturing processes 78, 79, 80
manufacturing sector
  extended value chain innovation study 74, 75, 78, 79, 80, 93, 95
innovation
  2
  productization in services 377, 378
R&D 73
users 5
  see also servitization; users as a development driver in manufacturing; ‘reverse servitization’ study
mapping of trends and weak signals
User-based innovation in services

308–9, 310–11, 312–13, 316, 317, 318, 319
markets
business models in user-based
development of services study 141
consumer concept 6, 8
de-politicization of public services 219
extended value chain innovation study 77, 78, 79, 83, 85, 87, 88, 89
innovation theories 4
New Public Management 206, 207, 208, 214, 216
productization in services 377
see also Asian markets; domestic
markets; European markets;
foreign markets; German
markets; global markets; new
markets; Russian markets
Martinelli, A.S. 209, 212, 218
Mashelkar, R.A. 148, 153, 154, 155, 156, 169
mass customization 170, 352, 378
material elements 79–80, 88, 93
see also raw materials
Mathieu, V. 177, 185, 186
Mattelmäki, T. 255
Matthews, B. 256, 259, 313
Mattsson, J. 154, 171, 323
Mauborgne, R. 81, 183, 376
McLaughlin, H. 207, 214, 215
Mead, G.H. 61, 63
members of the public 234–5, 236, 241, 244, 245, 246, 248
mergers 188, 190–92, 194, 196
meta-stability 27, 28, 29, 35, 37, 40, 41
metals sector see service innovation as
an experience study
metaphors 287, 289
middleman role 169
Miles, I. 2, 7, 15, 101, 106, 107, 121, 129, 154, 296, 377
Miles, M.B. 107–8, 240
model-building 313, 314, 315
see also business models; linear
model of innovation; role
models; stage gate models of
innovation
modulization 194, 248, 378
Molin, M. 103, 104, 105
‘moments of truth’ 257, 258, 268
Momentum 38–9, 40
Morgan, M.S. 123, 128
motivation 81, 92, 94, 95, 164, 165, 188–90
multi-culturalism 162, 259
multiple user roles 11–12
multiple voices 227–8, 237–8, 298
see also multiple voices of the user in
public sector services study
multiple voices of the user in public
sector services study
conclusion and discussion 245–9
data and methods 238, 240
identifying user voices in public
sector services 229–38, 239
introduction 227–9
users’ voices in a help desk service 240–45
municipalities
bricolage: user-based innovation in
services study 38–40, 41
extended value chain innovation
study 84, 86, 90, 94
multiple voices of the user in public
sector services study 241, 242, 243, 244
mutual benefit 170
Nambisan, S. 103–4, 105, 115, 147, 149, 343
narratives 286–7, 296, 384–5, 386
see also service innovation as an
experience study
NASSCOM 146, 147, 160
Neely, A. 177, 179, 180, 376
negative experiences 287, 288, 290, 291, 292, 294, 362, 367
negative user feedback 263
Nelson, R.E. 30, 31, 37
Network Governance 38–40, 41, 42, 210–14, 216, 218, 220
networks 151, 166
see also Actor Network Theory
(ANT); innovation networks;
Network Governance;
relationships; social interaction;
social networks
Index

new markets 152
new product development 103, 104–5, 110–14, 152, 306
New Public Management 47–8, 205–10, 214, 215, 216–17, 220, 228, 260
new service development 152, 180, 353, 356, 364–6, 368
see also business models in user-based development of services study; New Service Development; users as a development driver in manufacturing: ‘reverse servitization’ study
New Service Development (NSD) 3, 304–5, 317, 375, 376, 378–9, 384
Newman, J. 8, 207, 210, 211, 215–16
newness 2, 4, 102, 156
newspaper sector 83, 86, 92
niche markets 83, 85
Nicolasen, H.W. 104
non-professionals 58–9, 65, 66, 327, 331
non-users 12, 290, 292, 297
Nordlund, H. 10, 104, 105, 349–50, 383, 390
normative framework reforms 207
obligatees 227, 232, 233, 234, 236, 241, 242, 247
OECD 146, 147
official view of service providers 290, 291, 293–6, 299
offshoring 145, 146, 150, 151
see also innovation strategy in the Indian IT service industry study
Oliva, R. 177, 178, 179, 180, 181, 182, 183–4, 195
Olsen, J.P. 207, 208, 211
Olsson, J. 230, 231–2, 379
open innovation 4, 76, 164–5, 168, 169 ‘open spaces’ 349, 350
operational management 152
orderers 234, 241, 243
organic cappuccino milk 78, 79, 81, 82, 85, 91, 92, 93
organizational change 177–9, 185, 191–2, 193–4, 207, 209
organizational inertia 90
organizational learning 28, 89, 252, 342, 390
organizational practices 1–2
organizational psychology 257
organizations, as users 6, 365–6, 368
original equipment manufacturers (OEM) 181, 183, 188–9
see also users as a development driver in manufacturing: ‘reverse servitization’ study
Osborne, D. 205, 206, 207, 209
Osterwalder, A. 122, 123, 124–5, 126, 128, 131, 134, 140
other lived events 286, 287, 288
‘othering’ 57, 61–2, 66
see also ‘othering’ in service encounters study
‘othering’ in service encounters study conclusion 65–7
discussion 60–64
findings 51–60
method 48–51
theoretical background 46–8
outsourcing 145, 146, 150, 151, 154, 179, 181
see also innovation strategy in the Indian IT service industry study
overhead costs 353, 355–6, 363–4, 368
Palheimo, K.-S. 185, 186
participant observation 49–51, 67
see also ‘othering’ in service encounters study
participatory design 255, 256, 313, 325
partners 215, 216
partnerships
business models 124, 125, 126, 133, 136
innovation strategies 154
innovation strategy in the Indian IT service industry study 158, 168
Network Governance 210, 211, 212, 213
public sector 215
servitization 183, 186
passive role 204, 214–15
path dependencies 28
patients 242, 244, 245, 246, 256
paying customers 219, 232, 233, 234, 236, 237
User-based innovation in services

payment 231, 232, 234, 235, 238, 239, 241, 242, 243
Peccei, R. 8, 232–3
perceived outcome 282, 284, 379
performance
definition 156
innovation in the IT services industry 149, 150, 151
innovation strategy in the Indian IT service industry study 156, 159, 165–8, 169
New Public Management 206
outsourcing in the IT services industry 151–2
resource-based view 154
in services concept 282
see also perceived outcome; profitability; quality of services
Perry, C. 11, 103, 104, 125, 183, 304, 323, 347, 348, 379
personalizing services 207, 351, 361, 363, 367, 368
phenomenology 10, 283, 284, 285, 286
see also service innovation as an experience study
physical artefacts 111–14, 115, 116, 117, 127
Pine, B.J. 5, 71, 74, 93, 283, 298
planned bricolage 40
planning
co-development 305
co-innovation for profitability study 359, 364, 369, 370
innovation models 11
multiple voices of the user in public sector services study 241, 243, 244–5, 246
production of services 231–2, 233–4, 235, 238, 239
productization in services 377, 381
pluralism 30, 31
politicians 234–5
politics 211, 213–14, 220
see also de-politicization of public services; democracy
Porter, M. 4, 75, 123, 351
positive experiences 287, 288, 330, 335, 337–8, 362, 367
post-colonialism 61, 62
posteriori innovation 3
potential users 5, 10
power relations 8, 90, 94
see also agency; democracy; domination; employee control; empowerment; manager control; power-sharing
power-sharing 211, 212, 214
practice-based theories 26–9
see also bricolage: user-based innovation in services studies
practice of innovation 12–13
Prakash, G. 61, 62
preparation, future-oriented 3D concept generation 313, 314, 315
preventative maintenance 177, 179–80, 186, 189–90, 193
pricing 180, 184, 188–9, 351, 352, 357, 358, 360, 369
prior science 29
private interests 217–18
private sector
public sector relationship 205–6, 208, 209, 211, 214, 218, 219, 220, 222, 228
public services, provision of 236, 239
see also public–private partnerships
private value 230, 231, 232, 233, 235, 236, 237, 239, 243
privatization 219
problem causation 335–40
problem clarification 106, 111
problem identification 330, 332–5, 336–9, 340
problem-solving 9, 11, 26–7, 330, 335–40, 355, 362
see also bricolage: user-based innovation in services studies
processing to raw product 78, 79
product design 9
product-service continuum 181, 182
production of services
multiple voices of the user in public sector services study 241–2, 243, 244–5, 246–8
user-driven innovation in tourism: an experimental study 325
users’ roles 231–2, 233–5, 236, 237, 238, 239
productivity 351, 352, 355, 356, 362–3
productization in services
concept and approaches 375–81
innovation 376, 387–9
user-based learning 375–6, 381–7, 389, 390
products 9, 74, 75, 78, 79, 95, 124, 125, 126
see also core products; hybrid products; manufacturing sector;
new product development; product-service continuum;
productization in services; services supporting the product (SSP)
professional involvement 261–2, 264, 266, 269, 272
professional knowledge 47, 48, 106
professionalism 46–8, 51, 52–3, 56, 57, 58–60, 65–6
see also non-professionals; professional involvement; professional knowledge; professionals
professionals 33–5, 234, 244, 251, 256
profitability 179, 182–3, 184, 347, 350–56
see also co-innovation for profitability study
Public Administration 204–5, 206, 207, 208, 210, 213–15
public–private partnerships 38–40, 41, 42, 210, 211, 213, 219, 222
public sector
citizen as consumer 8, 232–3
citizen as users 203–4, 214–21
‘customer’ 8, 215
de-politicization 219–21
innovation 203, 204, 208–9, 215, 218–19, 220–21
public services provision 236, 239
see also multiple voices of the user in public sector services study; Network Governance; network governance; New Public Management; Public Administration; public–private partnerships; user-driven and employee-driven innovation integration in the public sector study
quality of services
as barrier to user-based innovation in services 65–6
business models in user-based development of services study 135, 136
co-innovation for profitability study 362
versus costs 350–52
Indian IT service sector 155, 161
New Public Management 207
‘othering’ in service encounters study 51, 52–3, 55, 56, 57, 65–6
productization in services 377, 378, 382
professionalism 47, 52–3, 57, 65–6
service encounters 46
user-based innovation in services theories 103
user-driven innovation in tourism: an experimental study 330, 336
Rada, J. 15, 74, 177, 179, 181
radical innovation 1, 26, 87, 89, 101, 116, 340, 349, 386–7
Raman, R. 155
Rambøll Denmark case see KIBS
and their users as co-creators of breakthrough innovation study
rapid application 11, 368, 369, 370, 387, 388–9
rationality 8, 206, 207, 228
raw materials 74, 75, 78, 79, 80, 81, 82, 88, 95
R&D 1, 2, 73, 78, 150, 151, 188, 190, 191, 192, 253
re-engineering 161, 171, 353, 355, 364, 368
re-innovation 349
recipients 240
reforms 31–2, 33, 34, 35
see also deregulation; downsizing; re-engineering; restructuring; service redesign
User-based innovation in services

regulations 140, 206, 207, 221, 223, 290, 291, 369
Reinventing Government 205, 206, 207, 208, 209, 215, 221–2
relationship marketing 4, 9, 46, 180, 184, 190, 370
relationships 154, 171
see also customer relationship; networks; partnerships; relationship marketing; social interaction
repair and maintenance services extended value chain innovation study 84, 86, 90–91, 94
innovations 26
servitization 177, 181, 185, 186, 195
user concept 7
users as a development driver in manufacturing: ‘reverse servitization’ study 188, 189, 191, 195
repeat business 138, 156, 167
repetition 26, 30–31, 126, 135, 286
resource-based view 123, 151–2, 153–4, 157
see also innovation strategy in the Indian IT service industry study
resources
bricolage in user-based service innovation 29, 30, 31, 33, 34, 35, 36, 37, 39, 40, 41, 42
definitions 2, 153
innovation strategy in the Indian IT service industry 153, 159, 161–3, 165, 168, 169, 170–71
practice-based theories 28–9
productization in services 379, 381, 382, 383
resource-based view 154
strategic management 152, 153
see also financial resources; heterogeneous resources; human resources; resource-based view
responsibilities 8, 216, 217, 221, 232–3, 256, 257, 258, 331–2
restaurants 83, 85, 92
restructuring 347, 356–7
see also co-innovation for profitability study
revenue streams
Activity Based Costing 353, 356
business models 124, 125, 126, 133, 136
co-innovation for profitability study 364–6, 368
cost–quality dilemma 351
servitization 179
reverse brainstorming 315
reverse engineering 313
‘reverse servitization’ 178, 188, 196
see also users as a development driver in manufacturing; ‘reverse servitization’ study
rewards 164, 165
rights of citizens 8, 217, 218, 219, 232–3
risk sharing 161, 179–80
risk-taking 110, 111, 112, 113, 115, 129, 184, 220–21
role models 128
role playing see socio-drama
role-shifting 265, 267, 268–9, 273
Rosenberg, N. 4, 10, 103, 253, 340
Rosenthal, P. 8, 232–3
routines 28, 355
rules 27, 29, 32, 33, 34, 35, 52–3, 138–9
Russian markets 134, 137–40
Saari, E. 261
Saco, R.M. 7, 257–8
Samuel, P. 150, 151
Sawhney, M. 177, 180, 184
Scandinavia 256
Scandinavian Airlines (SAS) 257
science versus bricolage 29–30
Scupola, A. 104
Seddon, P.B. 123, 124
selective bricolage 31
self formation 61, 62
self-management 40
self-service 181, 355, 363, 364–5, 368
‘self-servicer’ 234, 235, 236
semi-structured interviews
business models in user-based development of services study 122, 131, 133–4
co-innovation for profitability study 359
| Innovation Strategy in the Indian IT Service Industry Study | 157–8 |
| KIBS and Their Users as Co-Creators of Breakthrough Innovation Study | 108 |
| User-Based Service Innovation, Including a Futures Perspective Study | 307 |
| User-Driven Innovation in Tourism: An Experimental Study | 328, 331–2 |
| Users as a development driver in manufacturing: ‘reverse servitization’ study | 187 |
| Seminars 330–31, 332–41 |
| Sense-Making 283, 286, 296, 390 |
| Service Blueprinting |
| Co-Innovation for Profitability Study | 364, 368 |
| Productization in Services | 375, 380–81, 382 |
| User-Based Service Innovation, Including a Futures Perspective Study | 309–11, 317, 318, 319, 320 |
| Service Concept 2, 282–3, 379, 380–81, 382 |
| Service Contracts | 184, 186, 193 |
| Service Culture | 180, 181, 184, 185, 194, 383 |
| Service Design 3, 4, 7, 347, 349 |
| Service-Dominant (S-D) Logic 5, 283, 284, 285, 296, 298, 378 |
| ‘Service Encapsulation’ 183 |
| Service Encounters 10, 46–7, 323, 325–7, 378, 386 |
| See also ‘Othering’ in Service Encounters Study; User-Driven Innovation in Tourism: An Experimental Study |
| Service Exports | 129, 130 |
| Service Information | 317–18, 319 |
| Service Infrastructure | 184 |
| Service Innovation |
| Definitions 26, 30–31 |
| Productization in Services | 376, 387–9 |
| Theories 1–5, 72–7, 102–6, 284–5 |
| Service Innovation as an Experience Study |
| Concepts of ‘Service’ and ‘Experience’ | 282–5 |
| Conclusions and Implications | 298–300 |
| Data and Methodology | 285–9 |
| Innovation as Experience of Employees and Users | 293–7 |
| Main Themes in the Narrative | 289–93 |
| Service Innovation Barriers | 326–8 |
| Service Marketing |
| Cost–Quality Dilemma | 351 |
| Described 3 |
| Extended Value Chain Innovation Study | 77, 78, 79, 83, 85, 87, 89, 91–2 |
| Productization in Services | 377–8 |
| ‘Synthesis View’ 4 |
| User Roles 7, 9–10 |
| See also New Service Development |
| Service Process 2, 5, 282, 284, 299, 379, 380, 381, 382 |
| See also Service Blueprinting |
| Service Provider Ideas | 316–17 |
| Service Provider Needs 244–5, 290, 291 |
| Service Providers 219–20, 236, 241, 242, 244–5 |
| Service Strategy | 180–81 |
| Service System | 379, 380, 381, 382 |
| ‘Service User’ Movement | 215, 216 |
| Services Supporting the Customer (SSC) | 185, 186 |
| Services Supporting the Product (SSP) | 185, 186 |
| Servitization 2–3, 74, 88, 93, 95, 177–8, 179–86, 195, 377–8 |
| See also Users as a development driver in manufacturing: ‘reverse servitization’ study |
| Shared Experiences | 11, 106, 305 |
| Shared Understandings |
| Co-Development 6, 305 |
| Co-Innovation for Profitability Study | 370, 371–2 |
| Cognitive Rationalization by Front-Line Employees | 355 |
| Communities of Practice | 127 |
KIBS and their users as co-creators of breakthrough innovation study 116, 117
productization in services 376, 382, 383–5, 386
user-based innovation in services 10, 104, 105
user-based service innovation, including a futures perspective study 319
Simondon, G. 27, 29
simulation 360–61, 364, 367, 369
Sivakumar, K. 129, 130, 131
skills
employees 2, 30, 39, 257, 258, 284, 355, 371, 372, 375
internationalization 157, 162, 163, 164, 191, 194
users 230, 267
see also capabilities; competences; knowledge; learning
social agents 79–80
social circles 127
see also spaces of living
social contexts, phenomenology 283
social contracts 104, 105, 115
social elements, extended value chain
innovation study 78, 79, 81, 93, 95
social innovation 78, 79, 81
social interaction 53–4, 55, 56, 60, 75
social networks
lived experiences 10
Service-Dominant (S-D) logic 283, 298
service innovation as an experience study 290, 291, 293, 294, 296, 298, 299
user-based service innovation, including a futures perspective study 311, 316
social processes 12, 13, 66, 74, 78, 79, 93, 94, 95
social psychology 61, 257
social service users 215, 218
social structures, Actor Network Theory 79
social togetherness 53–4, 60–61
socialization 54, 61, 62, 104, 115
socio-drama 261, 263, 266, 268, 269, 311–12, 317, 318, 320
sociology 13, 47, 52, 53, 59, 61, 72, 93
software and computer games sector 103, 104
see also users as a development driver in manufacturing: ‘reverse servitization’ study
Sørensen, E. 210, 211, 218
Sørensen, F. 31, 33, 72, 80, 326, 328, 329, 343
‘spaces,’ user-based service innovation 349
spaces for learning and co-creation 264–8, 269, 271
spaces of living 51–2, 53–5, 56–8, 59, 60–61, 62–3, 64, 65
specialization 130, 133, 139, 179, 181, 187, 189, 190
specific other 62, 63
Spradley, J.P. 50, 51, 67
staff see back-office employees; employees; front-line employees; managers
stage gate models of innovation critique 304–5, 378–9, 387
described 10–11, 102–3, 304
productization in services 378–9, 381–3, 387–8
user-based service innovation, including a futures perspective study 317, 318
users’ roles 349
stakeholders
balanced empowerment 3–4
boundary objects 127
business models 124
innovation strategy in the Indian IT service industry study 151, 153
Network Governance 212, 216, 218, 222
service design strategies 180–81, 255
standardization 221, 355, 377, 378, 381, 390
Star, S.L. 126–7
stepwise servitization 177–8, 179–82, 190
stereotypes 61, 62–3
strategic goals 124, 206, 383

Index

strategic management 3–4, 123, 152–3, 159, 164
see also business models; extended value chain innovation study; strategic goals
stress 268, 273
sub-contracting 181, 183, 189
subaltern school 61, 62
subjectivity 67, 284, 286, 289, 297, 298, 347
see also experiences of services subjects 233, 236, 244
Sundbo, J. 2, 3–4, 5, 6, 11, 25, 71, 73, 74, 77, 78, 87, 88, 90, 93, 252, 343, 347, 378, 388
supply chain 75–6
surveys see customer satisfaction surveys
sustainability 149, 154, 155–6, 160, 170, 252, 260
Swanson, E.B. 149
’synthesis view’ of service innovation 1–4
systemization of services 375, 376, 377, 378–9, 382, 387
tacit knowledge 127, 305, 385
tangible resources 2, 153, 165
target customers 124, 125, 126, 128, 132, 135, 137–8, 194, 388
taxpayers 219, 228, 232, 236, 237, 241, 243
team building 171
technological development/innovation after-innovation, users’ roles 11
extended value chain innovation study 78, 79–80, 81, 82–3, 85, 88, 93, 95
innovation strategy in the Indian IT service industry study 159, 161–2, 168
service innovation as an experience study 285–6, 288–9, 290, 291, 292, 293, 294, 295
technology transfer 149, 167
Teece, D.J. 28, 74, 123, 150, 151, 152, 153, 154, 170, 171
telecomm infrastructure 147
temporary groups 79, 93, 94, 95
thematic data analysis 108
third party internationalization 129, 130
threshold capabilities 153
Ticket Office 35–7
time factors
Actor Network Theory 79, 94
extended value chain innovation study 81, 83, 84, 85–6, 93, 94, 95
innovation strategy in the Indian IT service industry study 161, 168–9
user-based innovation in services 103, 348
user information collection 385
see also incremental innovation; rapid application; stepwise servitization
Tompkins, M.E. 229, 233, 237, 244
top management 152, 159–60, 170, 252, 262, 264, 266–7, 273
Topp, K. 265, 268
tourism sector 324, 325–7, 343
see also user-driven innovation in tourism: an experimental study
tourist informational needs 330, 331, 333–5, 337, 338, 339
trade organizations 138–9
trade unions see service innovation as an experience study
transaction cost economics 123
transaction cost savings 135, 136, 137
transparency 164, 180, 243, 262
trade organizations 138–9
travel sector 35–7, 41, 42, 83, 86, 90–91, 92
see also user-driven innovation in tourism: an experimental study
trend analysis 9–10, 308, 309, 310–11, 312–13, 316, 317, 318, 319
Trimble, C. 152, 154
Trott, P. 149–50, 154, 305
trust
bricolage: user-based innovation in services studies 38, 39, 40
innovation strategy in the Indian IT service industry study 166, 170
KIBS and their users as co-creators of breakthrough innovation
study 114, 117
service encounters 46
user-based innovation in services
theories 105
user-driven and employee-driven
innovation integration in the
public sector study 265
users as a development driver
in manufacturing: ‘reverse
servitization’ study 194
Tuominen, T. 3, 129, 257, 325, 326

UK 215–16
uncertainty 104, 105, 152
understanding user needs
business models 125–6
coopinnovation for profitability study
349–50, 363, 367, 368, 369
innovation in the IT services
industry 151
KIBS and their users as co-creators
of breakthrough innovation
study 114
dservitization 183
‘spaces’ 349, 350
user-based innovation in services
104, 105
see also shared understandings; user
information; user needs
university graduates 59, 163
university–IT services industry
collaboration 101,
102, 110, 111–14, 115, 116–17
university students 160
unstructured interviews
co-innovation for profitability study
363, 364, 367, 368
‘othering’ in service encounters study
49, 51, 53–4, 55, 56, 58, 59,
60–61, 62–3
USA 145, 146, 205, 357
user-based innovation challenges 254–5
user-based learning 375–6, 381–7, 389,
390
user-based service innovation
advantages 348–9
challenges 12–14
concept 227–8, 256, 325
definitions 5–6, 26
practice-based theory 26–7, 28–9
theories 4–5
user-based service innovation,
including a futures perspective
study case company and study methods
306–8
concluding discussion 317–20
experience in the application of four
co-innovation methods 308–17
users as co-developers 304–6, 382,
389
user-based service innovation barriers
58–9, 60–61, 65–6, 151, 331–2,
341–2, 343
user commitment 103, 114, 115
user-democracy 217–19
user discussions 37, 38, 39, 40, 361
user-driven and employee-driven
innovation integration in the
public sector study
case study 259–70
discussion 270–74
from individual entrepreneurs
and champions to users and
employees as innovators 253–9
introduction 251–3
user-driven innovation in tourism: an
experimental study
conclusion 341–3
experiment: overcoming the barriers
to user-driven innovation
332–41
introduction 323–4
method 328–31
results of the pilot study: barriers to
user-driven innovation 331–2
theoretical background; potentials
and barrier to user-driven
innovation 325–8
user engagement 227, 246–8, 252
user experiences
bricolage in user-based service
innovation 39, 40
co-innovation for profitability study
350, 360–62, 363, 364, 365, 367,
368, 369, 370
concept 283–4
KIBS and their users as co-creators of breakthrough innovation study 114
productization in services 384–5, 386
service design 347
in services concept 282, 283
in services innovation 12, 285, 388
user-based innovation 10
user-driven and employee-driven innovation integration in the public sector study 263, 266, 269, 272, 273, 274
user-driven innovation in tourism: an experimental study 325, 330, 335, 337–8
users as a development driver in manufacturing: ‘reverse servitization’ study 190
value of public services 230, 231
see also employee experiences; service innovation as an experience study; user experiences
user feedback
bricolage: user-based innovation in services studies 36, 37, 42
c o-innovation for profitability study 360, 362, 364, 365, 366, 367, 369, 370, 371
productization in services 377, 385
service marketing 9–10
user-driven and employee-driven innovation integration in the public sector study 263, 269
see also customer satisfaction surveys; focus groups; user experiences; user ideas; user information
user ideas
c o-innovation for profitability study 350, 365–6
KIBS and their users as co-creators of breakthrough innovation study 111
multiple voices of the user in public sector services study 247
‘othering’ in service encounters study 57–9, 60–61, 63–4, 65, 66
Service-Dominant (S-D) logic 283
service innovation 9, 11, 349
service innovation as an experience study 294, 295
user-based innovation in services theories 103, 104, 105
user-based service innovation, including a futures perspective study 311, 316, 317
user-driven innovation in tourism: an experimental study 331
user information
c o-development 305
c o-innovation for profitability study 350, 360, 362, 363, 364, 365, 366, 367, 368, 369–70, 371
limitations 303–4
multiple voices of the user in public sector services study 242, 244, 245, 246
productization in services 381, 382, 383, 385–7
service innovation 227, 282, 285
service marketing 9–10
user-based innovation 254
user-based service innovation, including a futures perspective study 306
user-driven and employee-driven innovation integration in the public sector study 270, 272
user-driven innovation in tourism: an experimental study 325, 329–31, 332–41, 342
see also customer satisfaction surveys; user feedback; user information deficits; user needs
user information deficits 290, 291, 294, 295, 297
user involvement 76, 103–6, 215
user motivation 104, 105
user needs
boundary objects 127–8
business models in user-based development of services study 137–8
co-innovation for profitability study 361–2, 365–6, 367
innovation strategy in the Indian IT service industry study 162–3, 166
User-based innovation in services

multiple voices of the user in public sector services study 244, 245
productization in services 376, 379, 381, 382, 383, 385–6
service innovation 9, 285
servitization 177, 178, 179, 180, 182, 185
user-based service innovation 227
user-based service innovation, including a futures perspective study 306
users as a development driver in manufacturing: ‘reverse servitization’ study 189
see also customer satisfaction; shared understandings; understanding user needs; user information
user new product/service development 103, 104–5, 110–14
see also business models in user-based development of services study
user potentials 104, 105, 116, 117
user-producers 5
user selection 104, 107, 115, 117, 148–9
user testing
  co-innovation for profitability study 360–62, 367, 369, 370
multiple voices of the user in public sector services study 247
user-based innovation 11
user-based innovation in services theories 103, 104, 105, 115, 117
user training 104, 105, 177, 184, 186, 195, 363
user withdrawal risk 104, 105
users
  co-innovation for profitability study 348
  definitions and concept 5–6, 7–9, 227, 232
manufacturing sector 5
multiple voices of the user in public sector services study 240, 241, 242, 243–4, 245–9
public services 214, 215, 234, 235–7
roles in service innovation 9–12, 349
see also beneficiaries; callers; citizens; clients; communities of users; consumers; core users; customers; end-users; heavy users; immediate users; key customers; lead users; members of the public; non-users; organizations, as users; patients; potential users; recipients; social service users; subjects; wards
users as a development driver in manufacturing: ‘reverse servitization’ study
case study background and research methods 186–8
concluding remarks 195–6
models describing the transfer to advanced services 182–6
research findings 188–94
stepwise servitization concept 177–8, 179–82, 190

Valminen, K. 381, 382, 389
value
business models 123, 124
co-creation 5, 252
cost–quality dilemma 350–51
customer relationship 8
employee-driven innovation 256
innovation in the IT services industry 145, 150–51
innovation strategy in the Indian IT service industry study 164, 165, 168, 170
KIBS and their users as co-creators of breakthrough innovation study 109, 115, 117
multiple voices of the user in public sector services study 247, 248
New Public Management 206
productization in services 376
public services 229–31
Service-Dominant (S-D) logic 283, 284, 285, 298
service innovation as an experience study 290, 294, 297
in services innovation 12
servitization 181, 182–3
users as a development driver in manufacturing: ‘reverse servitization’ study 188–9
see also private value; public value;
value chain; value configuration; value-creating cooperation; value proposition; values
value chain 75, 123
see also extended value chain innovation study
value configuration 124, 125, 126, 132, 135, 139–40
value-creating cooperation 38–40
value proposition
business models 124, 125, 126, 128, 132, 135, 136–7
multiple voices of the user in public sector services study 248
Service-Dominant (S-D) logic 285
user-based service innovation, including a futures perspective study 318
values 55, 62, 155
Vandermerwe, S.J. 15, 74, 177, 179, 181
variable costs 353, 354–5, 361–3, 367–8
Veenswijk, M.B. 220–21
versatility 9, 178, 184–6, 195, 196, 317–18, 385
Vigoda, E. 212
visualization 3, 113, 115, 263, 303, 355, 361, 367, 368, 370, 371
see also service blueprinting
voice 215, 218, 227–8
see also multiple voices of the user in public sector services study
volunteers 33, 39, 40, 41, 234, 235, 269, 363
Von Hippel, E. 4, 6, 9, 10, 73, 74, 103, 254, 347, 349
voting 219, 235
Vygotsky, L.S. 261, 271–2, 273
waiters 78, 79, 81, 85
see also ‘othering’ in service encounters study
wards 233, 236
warm-up, future-oriented 3D concept generation 313, 315
water purification project 110–14
weak signals 308–9, 310–11, 312–13, 317, 318, 386
Weinstein, O. 2, 5, 101, 102, 107, 117, 230, 284, 294, 325, 326
welfare state 207–8, 214
well-being at work 251, 258–9, 268, 270, 271, 273
Western domination 61, 62
workshops see user-based service innovation, including a futures perspective study; user-driven and employee-driven innovation integration in the public sector study
Yakhlef, A. 103, 104, 105
Zott, C. 123, 169, 170