

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

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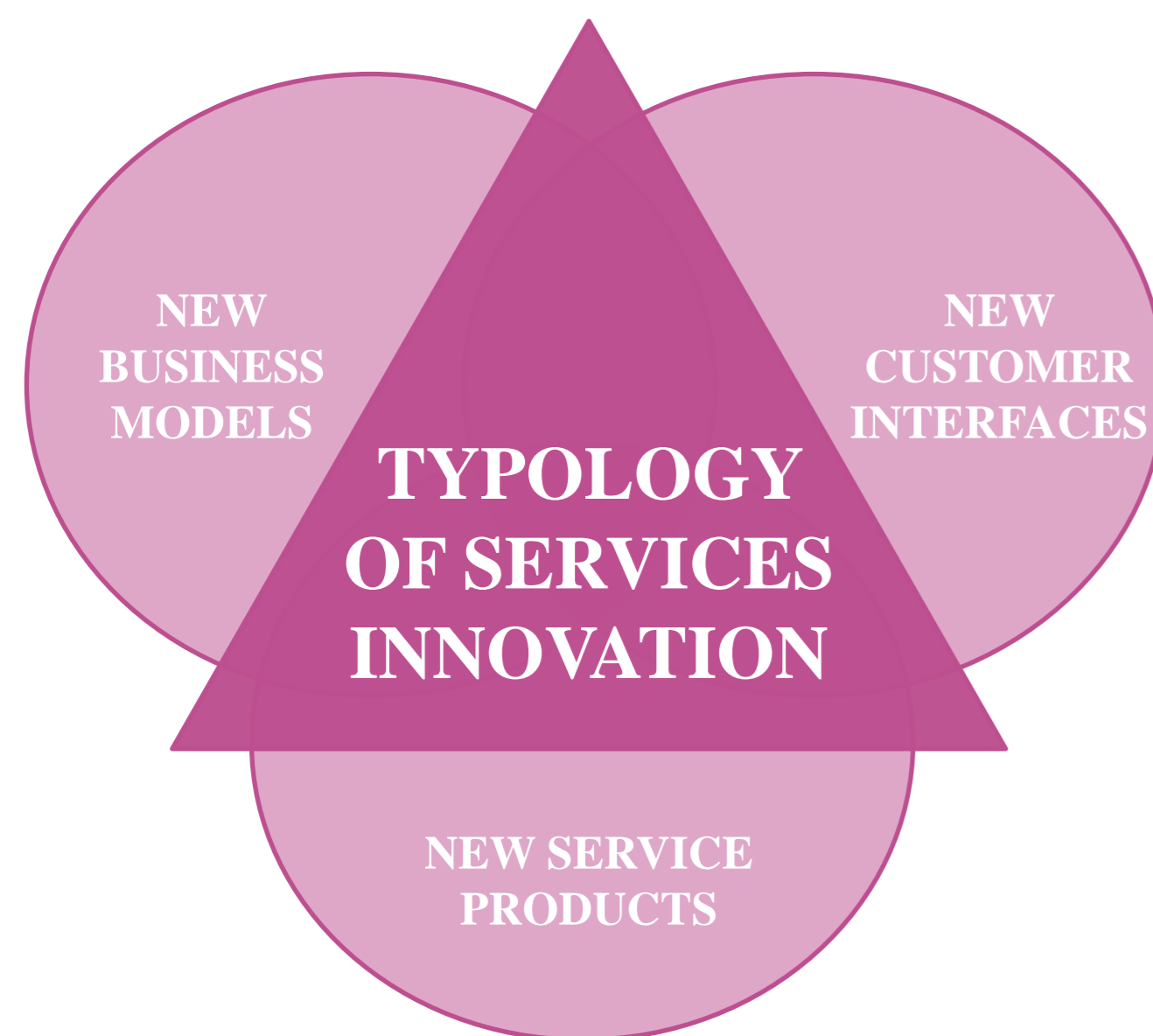
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Service Innovation



(Forfás, 2006:21)

Economic

- Growth
- Competition
- Productivity
- Employment

Firm-level

- Competitive Leads
- Market Perception
- Profits/Cost Reduction
- Satisfaction

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

The Research Gap

Existing Research Concerned With Large/Manufacturing Firms

Service Innovation Measurement Not Developed

Ineffective Resource Deployment and Unknown Innovative Performance

Mechanism to Describe, Prescribe, and Compare

(Power and Lynch, 2012)

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.

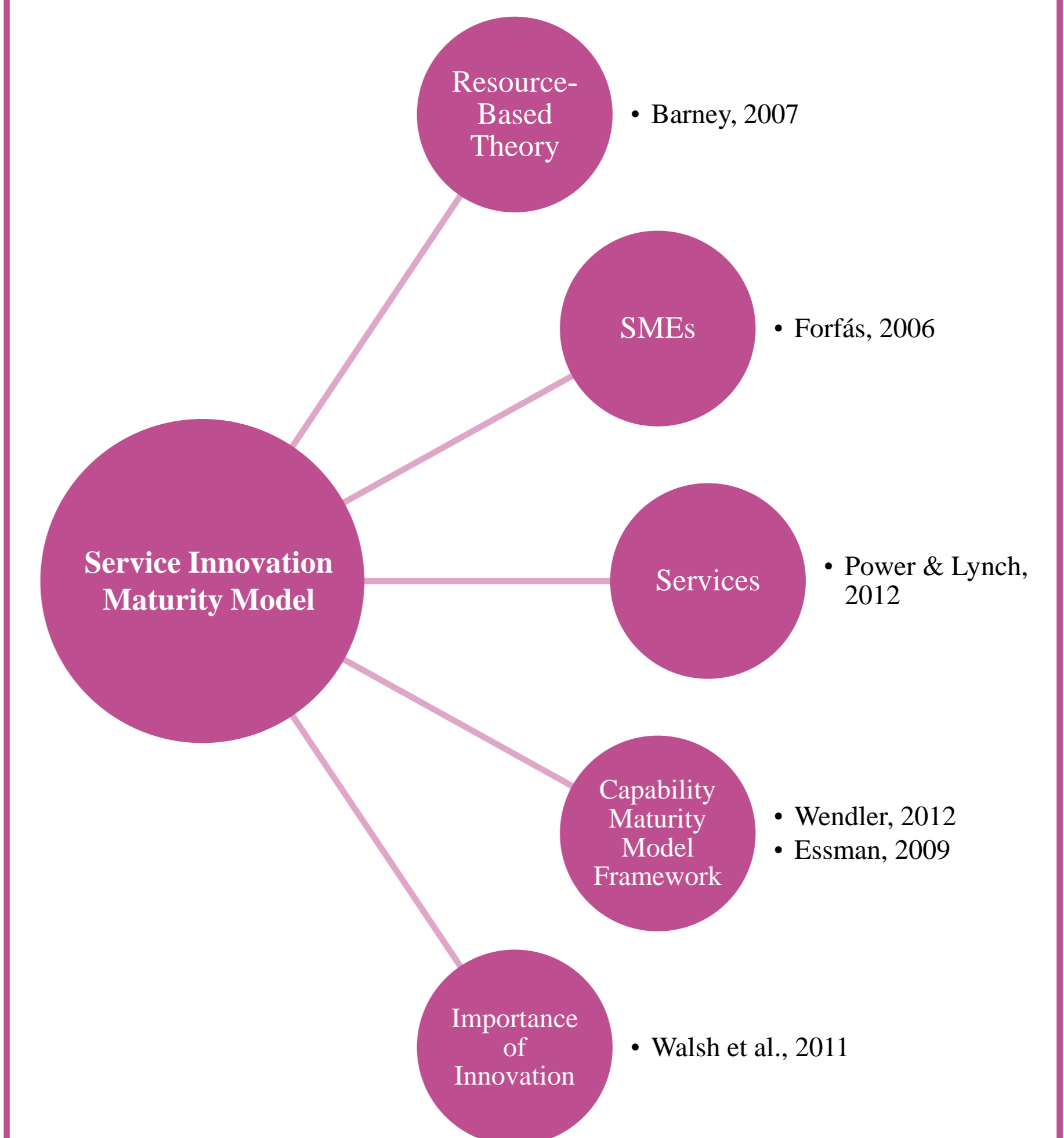
Process Definitions

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

Basic Management

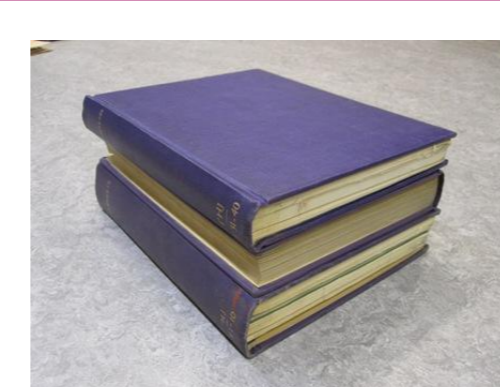
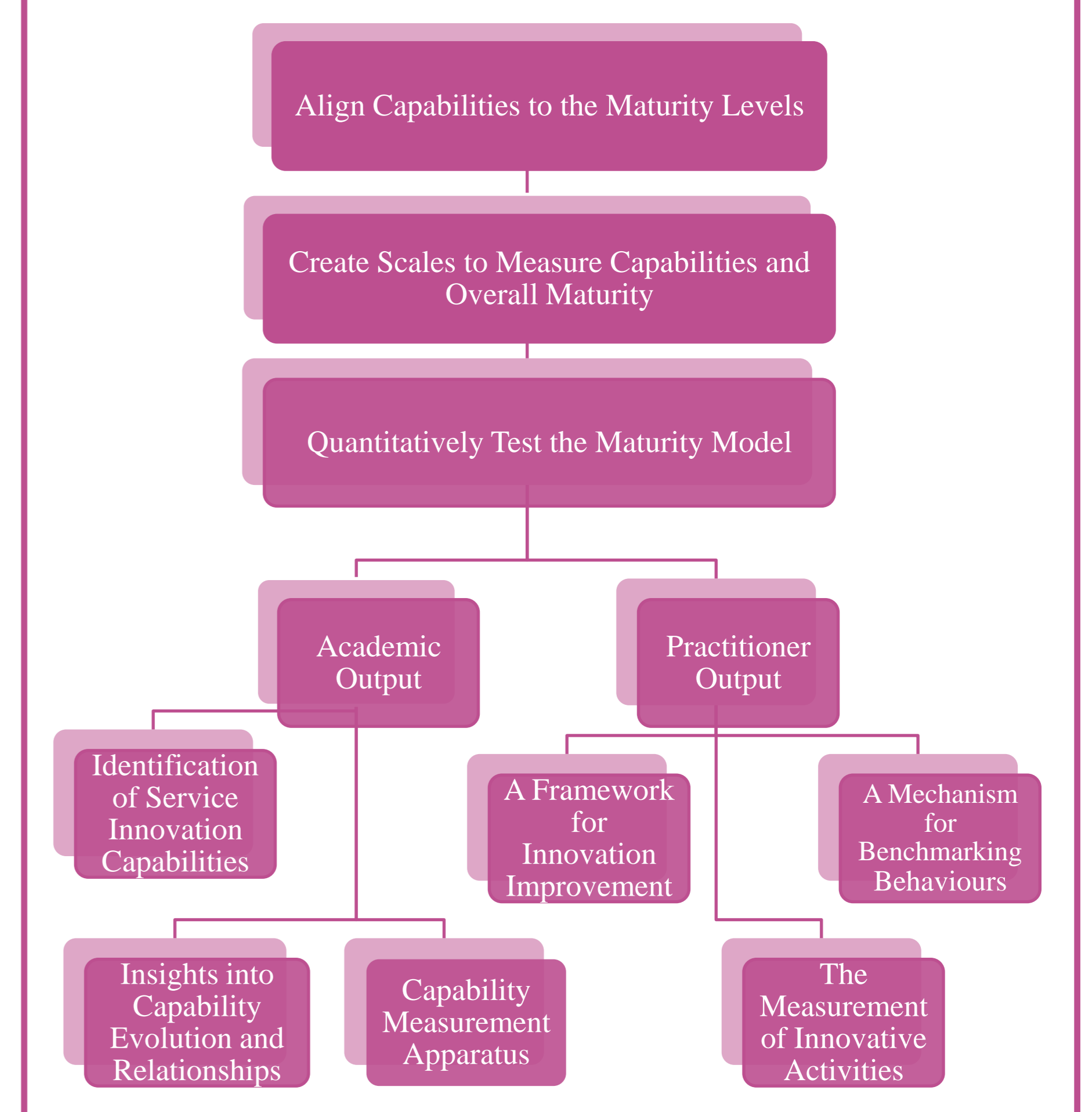
1. Initial/Ad hoc
Low service innovation awareness. Short-term focus and inconsistent and unpredictable results.

Literature Review



	BSCI-SMMM	ICMM	CMMM	SICT-CMM	CEMM	SEI/CMM	Composite Model
Maturity Level 1	Ad Hoc/Static	Ad Hoc	Ad Hoc/Absent	Initial	Initial	Initial	Initial/Ad Hoc
Maturity Level 2	Reactive	Defined	Isolated Projects	Basic	Managed	Repeatable	Managed
Maturity Level 3	Structured and Proactive	Supported	Multiple Projects	Intermediate	Defined	Defined	Defined
Maturity Level 4	Managed and Focused	Aligned	Organisational Standards	Advanced	Predictable	Managed	Measured
Maturity Level 5	Continuous Improvement	Synergised	Organisational Competency	Optimising	Optimising	Optimising	Optimising

Research Agenda



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