
Service Innovation Strategies

From a corporate driven view to
networked value innovation

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Business Networks Research Area

Background

Current Services Focus

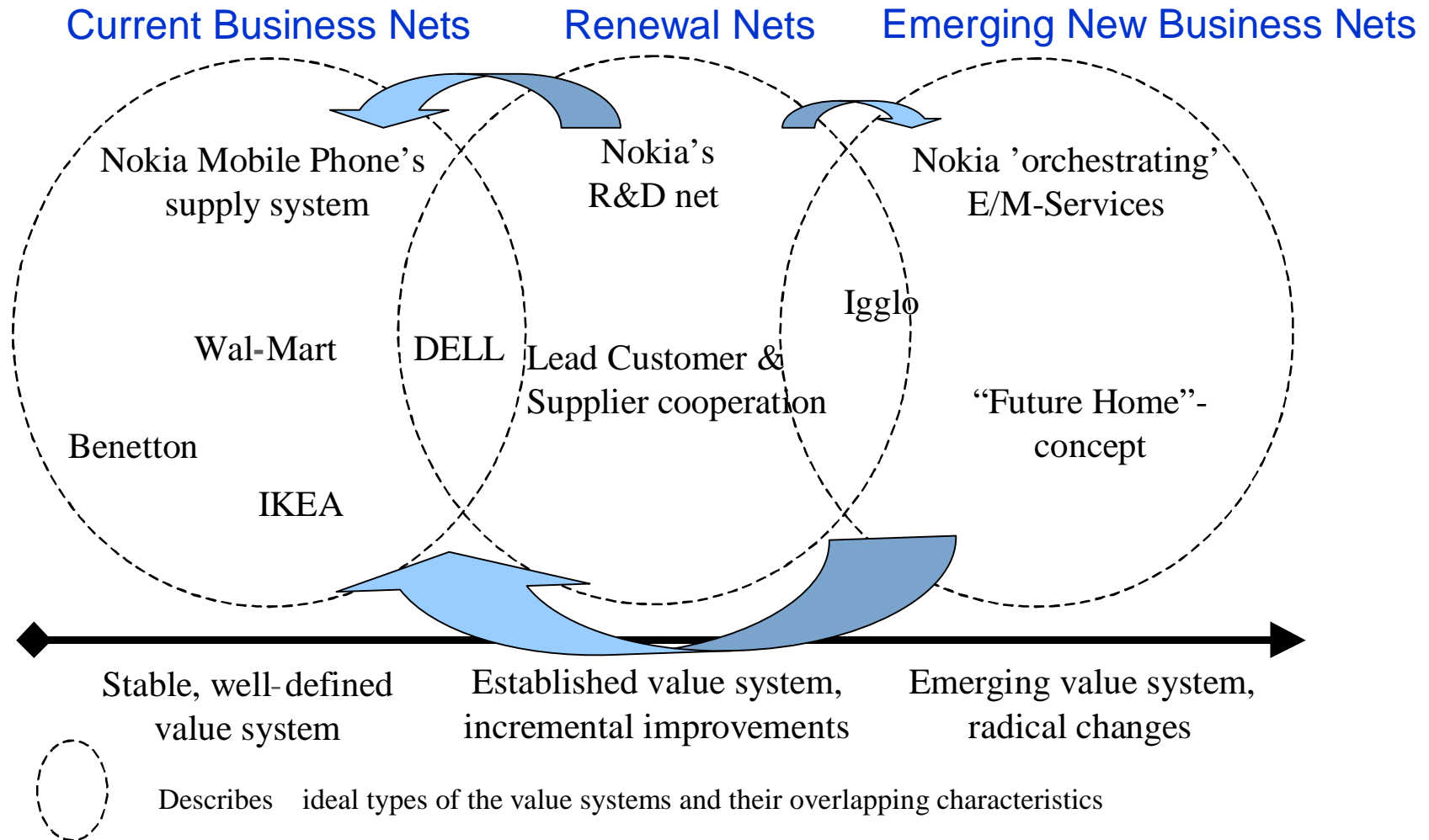
- ❑ Emphasis on services as the core value creators – missing the relevance of tangible elements
 - ❑ Focus on "product" \leftrightarrow "service" differences
 - ❑ Focus on service processes in client supplier relationships
- *Relevant but operational*

Our Focus

- Not "pure services" but *systemic offerings*
- Not any single or typical "services innovation mode/process" but → key *innovation modes*
- Relevance of multiple actors
- Service innovation & production → *role of value systems & strategic nets & innovation networks*
- Service Innovation – *strategic company behavior*

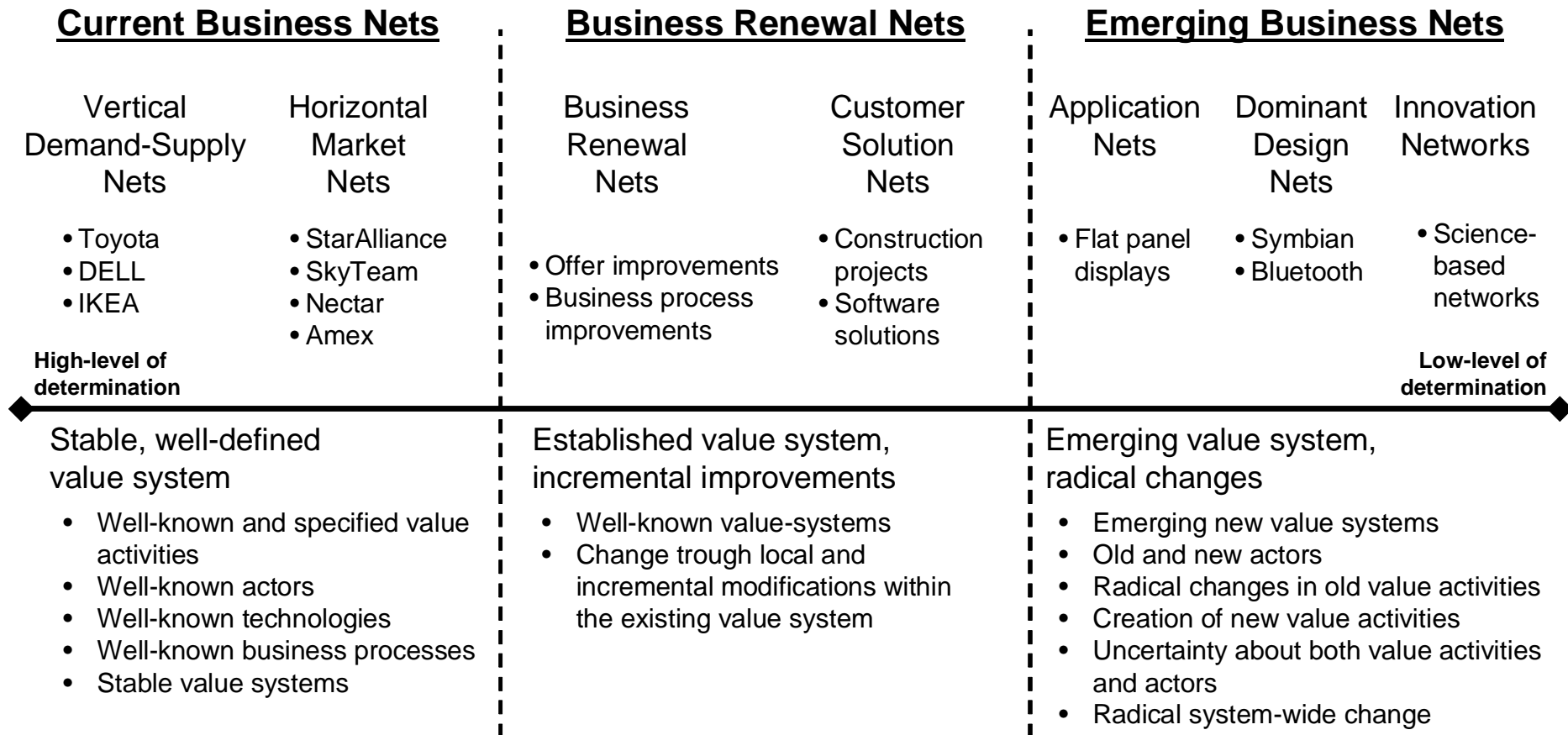
Types of value systems

Value System Continuum with Example Nets

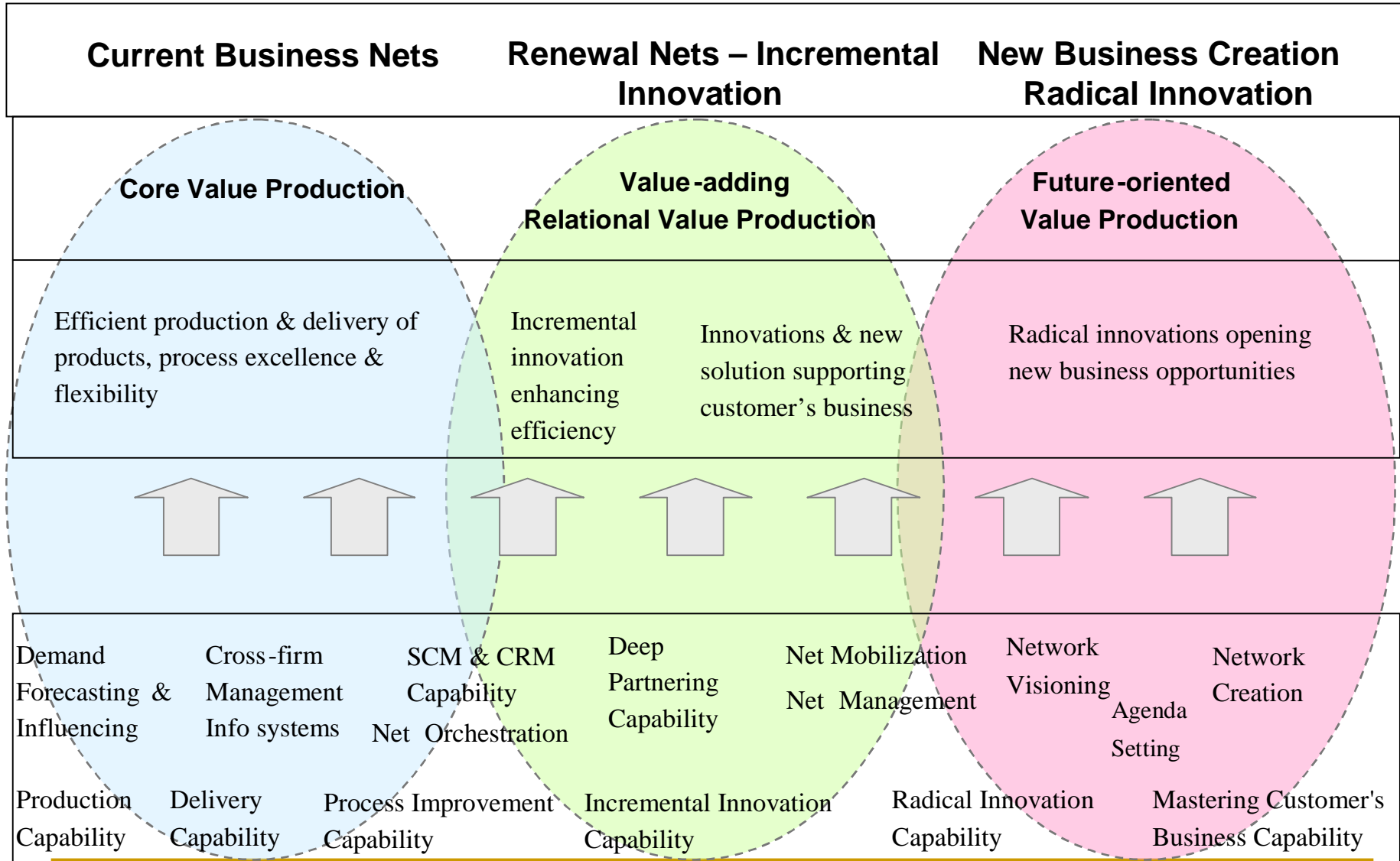


Note: Large corporations are hubs and participants in all kinds of nets

Types of Strategic Nets (Möller & Rajala, 2007)



Value Production and Network Capability Base



HSE – Business Network Group

Your partner in networked value-creation

- Research Group
 - 25 Post doc level & 25 doctoral researchers
 - Multiple disciplines (international business, logistics, marketing, management, information technology)
- Core themes
 - Innovation networks
 - Service innovation & business models
 - Strategic nets – development & management
 - Alliances and networks in globalisation
- Several Tekes & Academy projects
- www.hse.fi/bn

Selected Publications

- Möller, K. and Rajala, A. (2007) Rise of Strategic Nets – New modes of value creation, *Industrial Marketing Management*, 36, 895-908.
- Möller, K. (2006) Managing in the network economy, *European Business Forum*, Issue 27, Winter, 31-35.
- Möller, K. (2006) Role of competences in creating customer value: A value-creation logic approach, *Industrial Marketing management*, 35 (November), 913-924.
- Möller, K. and Svahn, S. (2006) "Role of Knowledge in Value Creation in Business Nets," *Journal of Management Studies*, Vol 43 No 5 (July), 985-1007.
- Möller, K. & Svahn, S. (2005), Managing in emergence: Capabilities for influencing the birth of new business fields. *Research in Competence-Based Management*, Vol. 1., 73-97.
- Möller, K., Rajala, A., Svahn, S. (2005). Strategic Business Nets – Their Types and Management. *Journal of Business Research* (September).
- Ⓜ Möller, K. and Svahn S. (2004) Crossing East-West boundaries: Knowledge sharing in intercultural business networks, *Industrial Marketing Management*, 33, 3, 219-228.
- Ⓜ Möller, K. and Svahn, S. (2003) Managing strategic nets . A capability perspective, *Marketing Theory*, 3, 2, 209-234, London: Sage Publications.
- Ⓜ Möller, K. and Törrönen, P. (2003) Business suppliers´ value creation potential. A capability-based analysis, *Industrial Marketing Management*, 32, 2, 109-118.
- Mitronen, L. and Möller, K. (2003) "Management of Hybrid Organisations: a case study in retailing", *Industrial Marketing Management*, 32, 419-429, New York: Elsevier Science.
- Ⓜ Möller, K. and Halinen, A. (1999), "Business Relationships and Networks: Managerial Challenge of a Network Era", *Industrial Marketing Management*, 28 (5), 413-427. - Lead article of a special issue.
- Ⓜ Alajoutsijärvi, K., Möller, K. and Rosenbröijer, C-J. (1999), "Relevance of Focal Nets in Understanding the Dynamics of Business Relationships", *Journal of Business-to-Business Marketing*, 6 (3), 3-35. - Best article award of 1999.
- Möller, K. and Wilson, D.T., eds. (1995) *Business Marketing: An Interaction and Network Approach*, Kluwer, Boston.

Thank You & Good Innovating!

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