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## **The Effect of Service Product Innovation Management on Market Performance through Organizational Culture: In Context of Service Product Industry**

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### **Abstract**

This paper aims to present a conceptual model for service product innovation management in service product industry. The authors develop a conceptual model and propositions, grounded in previous studies on service product innovation management, market performance, and organizational culture. The model proposes to study the effect of service product innovation management on the level of market performance enhancement. In addition to that it also considers focusing on organizational culture that can influence the relationship between service product innovation management and market performance. This paper will facilitate the business managers to understand the perspective of service product innovation management. The proposed model is expected to offer a guideline to the service product industry and may be customized to invoke an innovation process in other service industry in different geographic locations.

**Keywords** Service product innovation management, Market performance, Organizational culture.

**Paper type:** Conceptual Paper

## **1. Introduction**

The success of innovation in service product industry depends on the company's efforts and investments in management through connecting the innovation solution to the market and gain competitive advantage. As the service product industry has been the fastest growing, it faces a severe competition. In a competitive market, the service product providers may tend to offer innovative products (goods and services) to triumph over the competition and later co-create value. Offering innovative products in such industry are an effective business strategy to strive for cost reduction, improve the performance, productivity, and growth. However, the growth and performance of any organization are related to the well managing of innovation 'best practice' (Gunday, Ulusoy, Kilic, & Alpkhan, 2011; Jiménez-Jiménez & Sanz-Valle, 2011; Lin, Wang, & Yu, 2010; Tidd & Bessant, 2009). The practice of innovation management and its effect on growth and performance is achieved through the domain of organizational culture. Companies having a culture of proactive initiatives towards change generate higher performance. According to Naranjo-Valencia, Jiménez-Jiménez, and Sanz-Valle (2011), to facilitate the implication of innovation successfully, organizations should adjust its internal behavior through setting up external relation, which actually demonstrate the organizational culture. However, to what extent the practice of service product innovation management enhances the level of market performance is important to study. On the other hand, the influence of organizational culture can also be identified as a catalyst to the issue of service product innovation management and market performance in the context of the service product industry. Therefore the purpose of this paper is to study the effect of service product innovation management on the level of market performance enhancement. In addition to that the paper also considers focusing on organizational culture that can influence the relationship between service product innovation management and market performance.

This paper at the beginning gives a brief conceptualization on the service product and its industry. This section is followed by the proposed conceptual model of service product innovation management. To support the proposed model, the following sections afterwards will be discussing on service product innovation management and organizational culture. Propositions of the paper, discussion, and the future direction of the research will follow

consecutively.

## **2. Service product and its industries**

Many companies have redefined their service businesses explicitly in terms of “product”. The offerings given by the service oriented business has now become the composition of tangible and intangible product, which actually raises a dilemma. Hull (2003) and Hull and Tidd (2003) have elaborated and critically explained the product development process in service industries. Thus describing the process the scholars widely used service product. Based on the understanding of the scholarly works, it can be inferred that in service product, the core offering is a service. These services are well acceptable termed as a service product. On the other hand, some of the tangible offerings which come along with the service may also refer as a service product. In reality, the number of industries like banking, telecommunication, hotel, tourism considers their offering as a product. However, a study by Hull and Tidd (2003) refers to use the offerings of financial institutions (e.g. banks, insurance, investment), education, healthcare, travel/hotel, telecommunication as service product. Based on the understanding it can also be suggested that these industries can be referred as service producing industries. Therefore, this paper will embrace the terminology of service product, which is actually the tangible and intangible offering of service industries.

## **3. A conceptual model of service product innovation management**

The proposed conceptual model (Figure 1) indicates that the how service product industries can achieve market performance by service product innovation management with the moderating effect of organizational culture. However, the performance in the market depends on how well an organization manages on service product innovation, as the best practice in the business process. The model examines the direct relationship between service product innovation management on market performance.

Service product innovation and organizational culture may lead organization to gain greater performance and competitive advantage. The practices of service product innovation management (strategy, process, organization, tools/technology, and system) and organizational culture are the resources and capabilities of the firm which can be explained by resource-based

view theory (Barney, 1991). These have been supported in the previous management studies as well (Cetindamar & Ulusoy, 2008; Davila, Epstein, & Matusik, 2004; Ekeledo & Sivakumar, 2004).

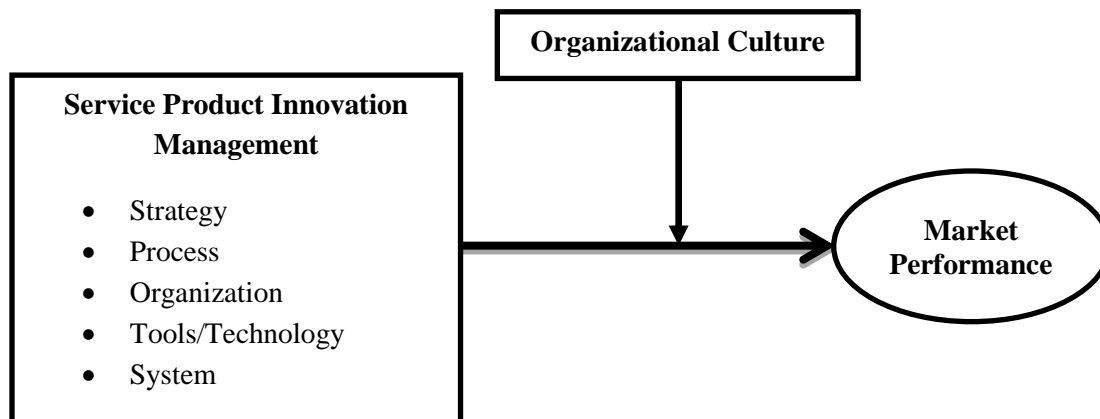


Figure 1: Proposed Framework

#### 4. Service product innovation management

Earlier many studies incorporated only technology as the focal point of the innovation model in service sectors (Barras, 1986; Soete & Miozzo, 1989). Later based on Schumpeterian view, scholars (e.g. Gallouj & Weinstein, 1997; Hertog, 2000; Sundbo, 1997; Toivonen & Tuominen, 2009) brought non-technological dimension in the innovation model as well. However, there is a well-established innovation management model developed by Tidd, Bessant, and Pavitt (2001) and modified by Tidd and Bessant (2009), namely "SPOTS" model. The SPOTS model consists of five constructs; Strategy, Process, Organization, Tools/Technology, and Systems. These five constructs cover technological and administrative innovation, incremental and radical innovation. The SPOTS model simultaneously integrates all functions within the organization, in order to reduce the time taken to develop and launch a new product successfully. Each of the five constructs can play different role in the performance of service product innovation.

**Strategy**-Innovation strategy is defined as time-cost-based strategic positioning and resource allocation decision (Davila et al., 2004). In innovative strategy new technologies, market developments, and innovation projects are reviewed and identified to match appropriately with

the organization's goals. To reach these goals, developing an innovation strategy of Rapid, Reiterative, and Redevelopment (RRR) are needed that requires firms to get more knowledge from consumers, markets, technology, regulation, competition, and suppliers (Hull & Tidd, 2003). RRR approach reuses knowledge and organizes a cyclical process of planning, testing, reassessing, and expands the project after appropriate adoption (Tidd & Bessant, 2009). By repeating the process cycle, major improvements in existing products are made that enable the company to deliver value and build competitive advantage.

**Process-**The process represents a disciplined practice in order to control the innovation process from idea generation to successful implementation of new product development effectively and efficiently within prior specified time frame and budget. This control will lead to the high level of product commercialization (Hull & Tidd, 2003). Essentially, process considers various activities which include how well to assess markets, identify consumer needs, quality function, and review the design of the products. For example, in the external investigating of in-process design controls, departments involve stakeholders in generating new product ideas to ensure that consumer needs are prioritized in the uncertain environment.

**Organization-**According to the Weiss and Legrand (2011), innovative organization carries out every practice and process in a systematic and sustainable way. A set of many structures and components are integrated within an innovative organization to develop new product such as; shared vision, effective team working, creative climate, leadership and appropriate structure, and external factors. The main characteristic of such an organization is a Cross-Functional Team (CFT). It coordinates people at all stages of the innovation process from upstream sources of supply chain to downstream consumers such as marketing, operation, engineering, human resource, and finance functional areas (Roy & Sivakumar, 2010). High performance team work increase the level of idea generation, benefit performance and success of any organization while without effective teams, innovation will be of a low level of implementation (Weiss & Legrand, 2011).

**Tools/Technology-**Computer Information Technology (CIT) tools enable an organization to have a collaborative and a creative working place to reduce the complexity of the environment through the continuous updating process of product development cycle among CIT members. Communication among CIT member allows them to share their knowledge and experience in the common process control (Collins & Hull, 2002). Knowledge sharing improves speedy and

timely process which enables the people to compare their products with the competitor. The speed of data distribution makes the CIT positive impact on the system integration, result in lower cost in data transmittal and greater reliability in improving performance (Mudrak, van Wagenberg, & Wubben, 2005).

**System-**Innovative system refers to the integration of system among multiple stakeholders. Within the value chain, social integration between internal functions and external organization, linkage among stakeholders (LAS), are needed to get new ideas for developing products as well as to achieve the firm's objective to compete. Social integration is facilitated by better and smooth face-to-face communication within and outside of the organization (Liker, Collins, & Hull, 1999). LAS explore and design the new product based on the consumer's needs and expectations (Panesar & Markeset, 2008). System integration also consists of good 'win-win' relationship with other firms, universities and other research centers, specialist knowledge, and local and national education system. These linkages demand to work continuously and develop knowledge, and facilitate to develop new product faster and timely.

## **5. Market performance**

There is a great deal about innovation and its effect on the firm's performance in the manufacturing sectors (Armbruster, Bikfalvi, Kinkel, & Lay, 2008; Cetindamar & Ulusoy, 2008; Gunday et al., 2011; Kirner, Kinkel, & Jaeger, 2009; Lin et al., 2010). However, the evidence proves that the application of innovation management within the service industry affects the firm's overall performance significantly (Jiménez-Jiménez & Sanz-Valle, 2011; Ottenbacher, 2007; Sin, Tse, Heung, & Yim, 2005). If the firms have highly focused on service innovation management, they are more successful in new product and service offering which result greater performance improvement (Eisingerich, Rubera, & Seifert, 2009) and competitive advantages (Chapman, Soosay, & Kandampully, 2003). J. Tidd, Bessant, and Pavitt (2005) assert that service innovation management will directly and positively influence the improvement of business performance and growth through improvements in effectiveness, productivity, quality, competitive positioning, and market share. However, attracting new consumers, open new market, increase market share, consumer retention, consumer satisfaction, new product development, and delivery process improvement significantly depends on the innovation

management (Hull, 2003; Hull & Tidd, 2003; Ottenbacher, 2007; Sin et al., 2005).

## **6. Organizational culture**

In terms of innovation and organizational culture, researchers suggest that organizational culture plays a key role in the implication of innovation. Barney (1986) considers the organizational culture as a complex set of values, beliefs, and assumptions that a firm should institute in its business. It identifies the interaction among relevant employees, consumers, suppliers, and competitors as key actors (Louis, 1983; as cited in Barney, 1986). According to Naranjo-Valencia et al. (2011), to facilitate the implication of innovation successfully, organizations should meet requirements of internal behavior and external relation which comply the organizational culture. In fact, innovation is a penetrating factor in management strategy and it engrosses a fine tuning to the organization's culture which makes substantial changes in the organizational structure.

Organizational culture affects the innovative behavior of the firm in two ways: through the socialization process and by basic values, basic values, beliefs, and assumptions which reflect the organization's structure, policy, management concept, and procedures (Martins & Terblanche, 2003). Therefore, if the organizational culture of a company encourages creative solutions, support, and implement, the problems and constraints would identify and solve. As a matter of fact, organizational culture can be a source of new ideas within the organization (Uzkurt, Kumar, Kimzan, & Eminoglu, 2013).

However, the organizational culture is categorized in four perspectives, namely, cooperativeness, innovativeness, consistency, and effectiveness Chang and Lin (2007). Cooperativeness focuses primarily on cooperation, information sharing, trust, empowerment, and teamwork. Innovativeness has considered by external and flexibility orientations with a focus on creativity, adaptability. Consistency emphasizes on order, rules and regulations, and efficiency. Effectiveness emphasizes focusing on competitiveness, goal achievement, and effectiveness.

## **7. Service product innovation management, organizational culture, and market performance**

Innovation and organizational culture have a direct and positive effect on the firm

performance (Uzkurt et al., 2013). Scholars argued that well management of innovation will lead to increased financial and non-financial performance in the organization (Hull, 2004; Hull & Tidd, 2003; Jiménez-Jiménez & Sanz-Valle, 2011; Scott, Haozhe, & Patricia, 2009). However, performance can be achieved in regard to other indicators also. Tidd et al. (2005) assert that innovation management will directly and positively influence the improvement of business performance and growth through improvements in effectiveness, productivity, quality, competitive positioning, and market share.

Practicing five dimensions of innovation management, the company can attain desired market performance, which have been endorsed by the scholars. Developing an innovative strategy of rapid, reiterative, redevelopment (RRR) improves a firm's performance (Hull & Tidd, 2003). According to the Collins & Hull(2002), process control and its interaction with innovative organizations reduce the time and cost of new product development result in performance improvement. Innovative organization with high performance team work will bring the success to any organization and performance improvement (Weiss & Legrand, 2011). The speed of data distribution causes computer information technology's positive impact on the system integration result in lower cost in data transmittal and greater reliability in improving performance (Tidd & Hull, 2003). In addition to that working continuously and developing knowledge by integration, will facilitate firms to develop new product faster and timely (Tidd & Bessant, 2009). Therefore, integrating of various perspectives would enhance the rates of invention (Damanpour, Szabat, & Evan, 1989), it will also improve the performance consequently.

There have been a number of studies which focus the effect of organizational culture on firm performance in different contexts (Chang & Lin, 2007; Uzkurt et al., 2013). Organizational culture has a positive effect on the relationship between critical success factors of lean six sigma with organizational performance (Jayaraman, Kee, & Soh, 2012), and leadership behavior with performance (Yiing & Ahmad, 2009). According to Itakura (2011), different organizational culture has an effect on firm performance differently. The focus of organizational culture surrounds around to the global marketplace change, intense competition, re-evaluate conventional management practices. It promotes the innovative behavior among the members of the organization that can lead them to acknowledge innovation as a basic value of the



organization (Hartmann, 2006). The organizational culture also fosters the innovativeness by treating employees, consumers, suppliers and others through a particular set of norms (Barney, 1986). Therefore presumably, organizations those who possess strong cultures ought to have excellent management eventually resulting in improved market performance. Based on the above review of the concepts, the paper puts forward following propositions:

**Proposition 1:** The more practice of service product innovation management, enhance the level of market performance.

**Proposition 2:** Organizational culture has a positive influence on the relationship between service product innovation management and market performance.

## 8. Discussion

Practice of innovation management comprises all the aspects from the organizational perspective, management perspective, market perspective, and technological perspective. It facilitates tasks from the early stage of the innovation process in order to generate innovative products that impacts on the market performance. Considering the dimensions of service product innovation management it is apprehended that practice of strategy, process, organization, tools/technology, and system as a whole will enhance the level of market performance by the companies. While formulating an effective strategy for the innovation management, company can competitively position itself in the market. Strategic actions in terms of innovation management can also increase the efficiency of the company which may bring significant change in relation to volume for the services that being provided. Strategy for the innovation management also expected to facilitate the company bring out and develop new and unique service product to the market. However, strategy will also help to forecast upcoming threats and opportunities of the company. Along with the strategy, the company which is offering a service product to the market should carry out process in the context of innovation management. The process should be in such a way that help the company to reduce non-value activities, improves documentation and conformance and later to establish the pace of the continuing process. In order to have enhanced market performance it is important for the company to adopt the organizational dimension in the context of innovation management. The company itself should structure or organize activities in a way that reflects the cross functional teaming, seamless

decision making process that is even influenced by the downstream of the organization. Such organization of innovation management expected to increase the level of market performance in the industry. Furthermore, it is essential to infer the fact of enhanced market performance that is actually resulting of tools/technology used by the company. In today's competitive world, tools/technology has become requisite to perform better in the competitive market. The company should embrace the technological development and use the technology as a means to be innovative, thus increase the performance. Tools/technology facilitates the company to be more competitive and contributes to the market performance. Hence, the market is competitive, it is also important for the company to integrate the system which will bring market performance. The integration does not necessarily be delimited within the organization, rather it should spread up to the external environment of the company also. Therefore, it's expected that the collective practices of these dimensions of service product innovation management would result in improved market performance of the company as well as the industry.

Organizational culture can also play an important role in managing innovation. The formation of organizational culture is expected to foster innovation management importantly in the service product industry, while they want to think globally and act locally. The company which broadens its area for knowledge sharing and learning even across the border will have significant competitive advantages over the competitors in the market. Such organizational culture actually removes the barriers to successful innovation management. While having the effect of dimensions of innovation management to market performance, it is justifiably expected that organizational culture would influence the relationship. Organizational culture cultivates the practices within the organization which shape up the innovation management. Having the values, norms, attitude in light of consistency, innovativeness, cooperativeness, and effectiveness, company can pursue for better market performance. The organization and its employees who have such culture embedded expected to have enhanced market performance.

## **9. Proposed future empirical testing**

A quantitative research approach will be employed in which the structured questionnaire is used as the main source of research instruments. The target population is all the managers in service product industry. Unit of analysis is a manager who is dealing with innovation and

marketing.

The measurement of the variables is based on the adoption of previously used. Service Product Innovation Management uses SPOTS model with five dimensions and 31 items developed by Hull (2004); Tidd and Hull (2003); Tidd and Bessant (2009). Market performance includes two variables namely market driven performance with 5-item developed by Ottenbacher (2007) and Sin, et al. (2005); operational driven performance with two dimensions, product development with 8-item and delivery process with 6 items adopted from Hull and Tidd (2003). Organizational culture has 8 items adapted from Chang and Lin (2007). The proposed model can be tested through structural equation modeling (SEM) which is a multivariate technique combining aspects of multiple regression (examining dependence relationships) and factor analysis (representing unmeasured concepts-factors with multiple variables) to estimate a series of interrelated dependence relationships simultaneously (Hair, Black, Babin, & Andersen, 2010; Schumacker & Lomax, 2004). However, contrasting the results for service product industry using the conceptual framework could also be useful in the context of other organizations.

## **10. Conclusion**

Innovation needs potential changes in most of the business in today's economy since it has been pointed out to be the main catalyst to the firm's growth. Innovation is the platform which can completely and robustly turn around any organization. As a matter of fact, innovation is a complex issue for all countries. In order to make the innovation successful and have better market performance, it is indeed important to focus on some concerns which are commonly ignored by the business organizations. Continuous overlooking these issues lead to form barriers for innovation. For instance, keeping the pace up with technological advancement is essential for the company. However, it has been observed that many companies found to be well integrated in terms of tools/technology. It has also been identified that organizational culture differentiation is prominent impediments that affect the innovation management and thus lowers the market performance. From a comprehensive view, overall organizational culture would be determined for the successful innovation management. The organizational culture within the company would facilitate the managers to be more proactive in service product management and enhanced market performance. However, to achieve long term strategic goals and create a competitive edge in the business arena, firms should understand how to build a path with the help of

innovation as catalysis. Although it is difficult to analyze the full implication of innovation in business, the conceptual model (Figure 1) proposes organizations to manage innovation in such a way, which is desired by consumers and thus economically bring value to the firm.

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