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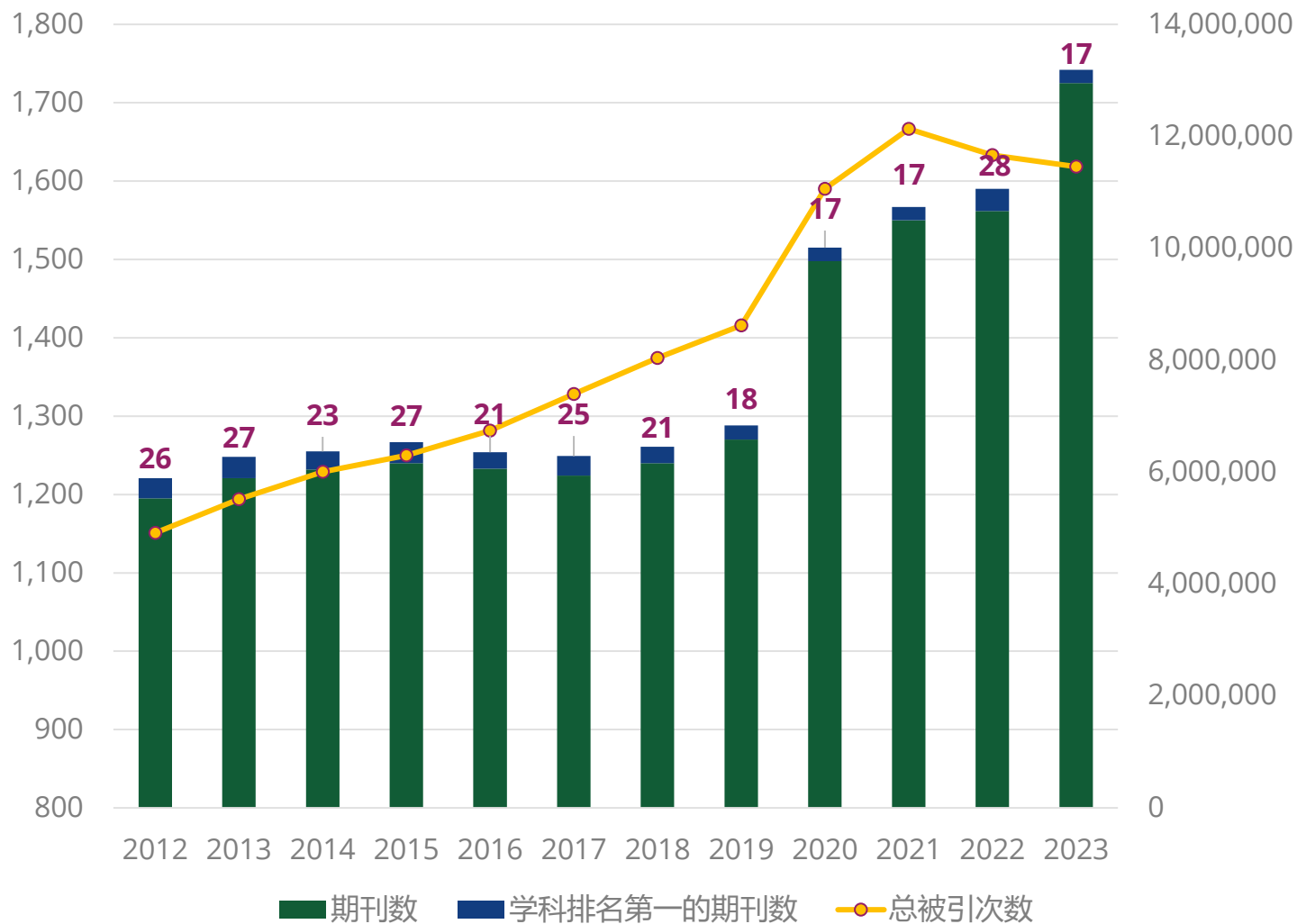


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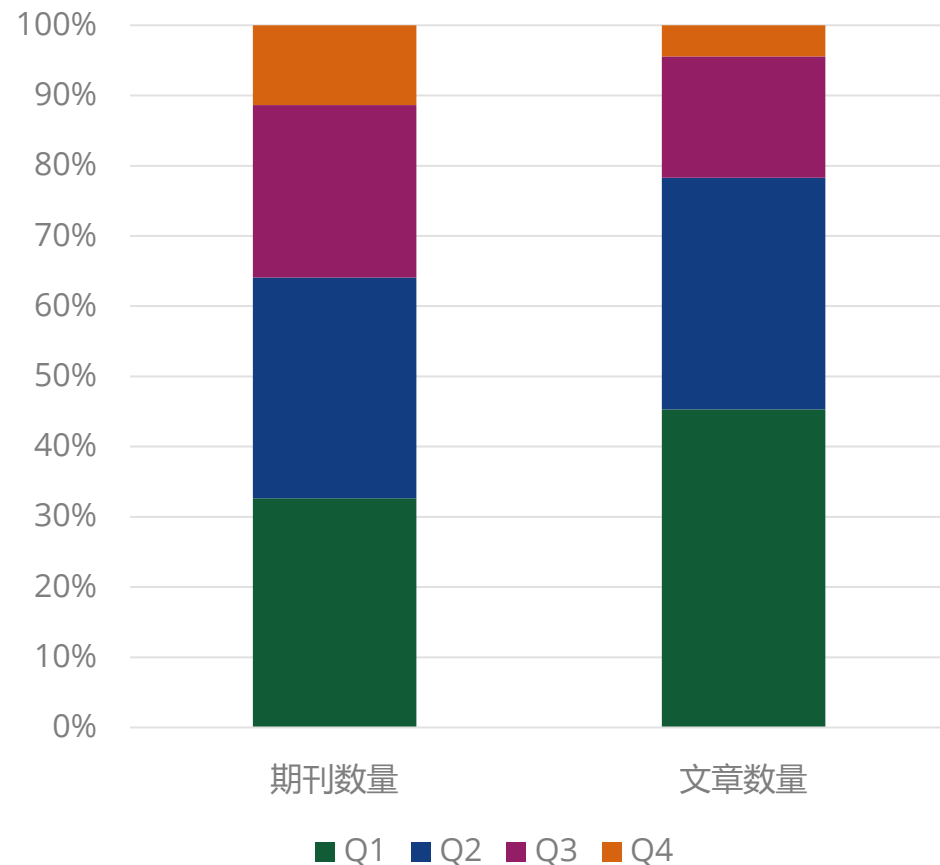
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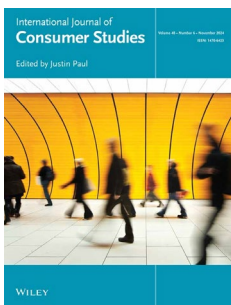
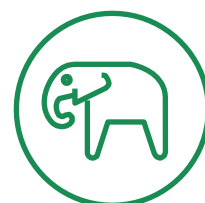


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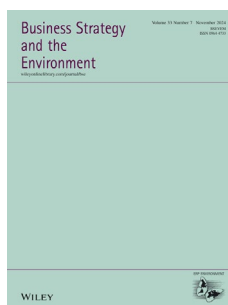


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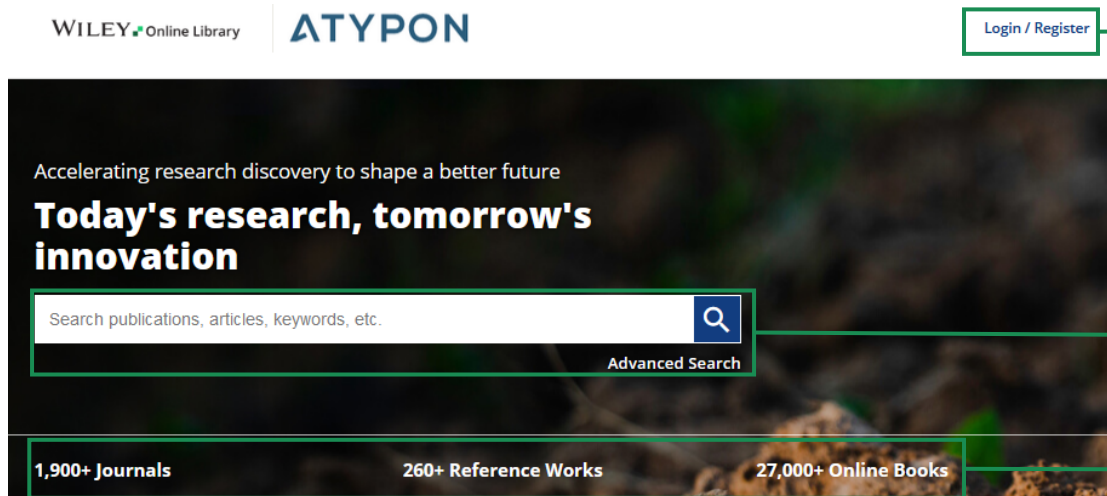
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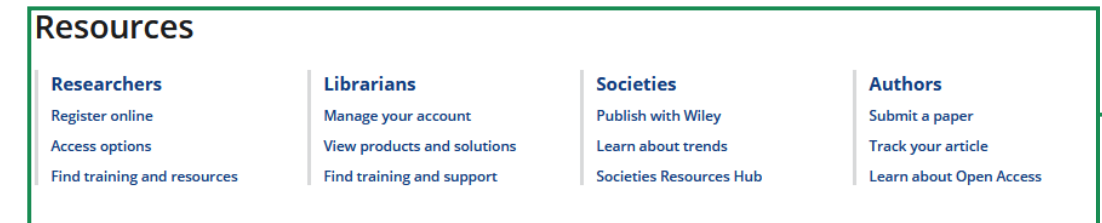
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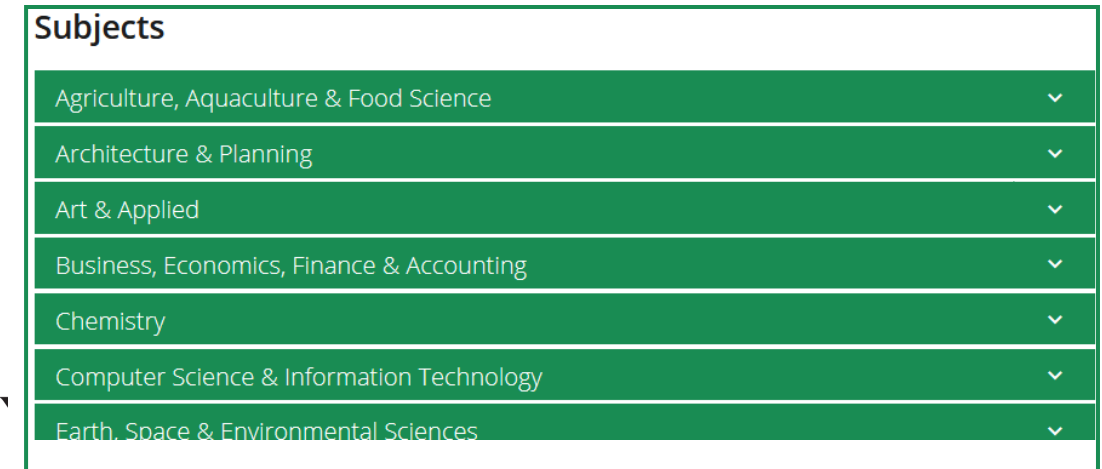
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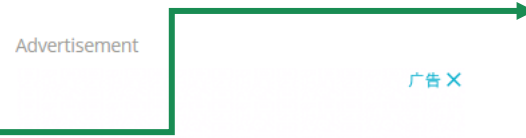
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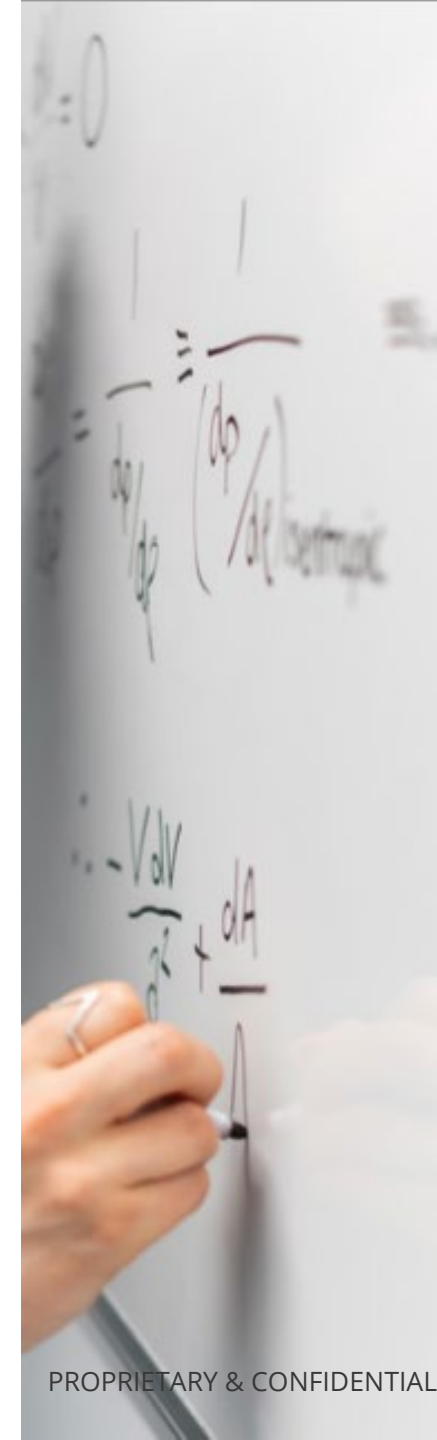
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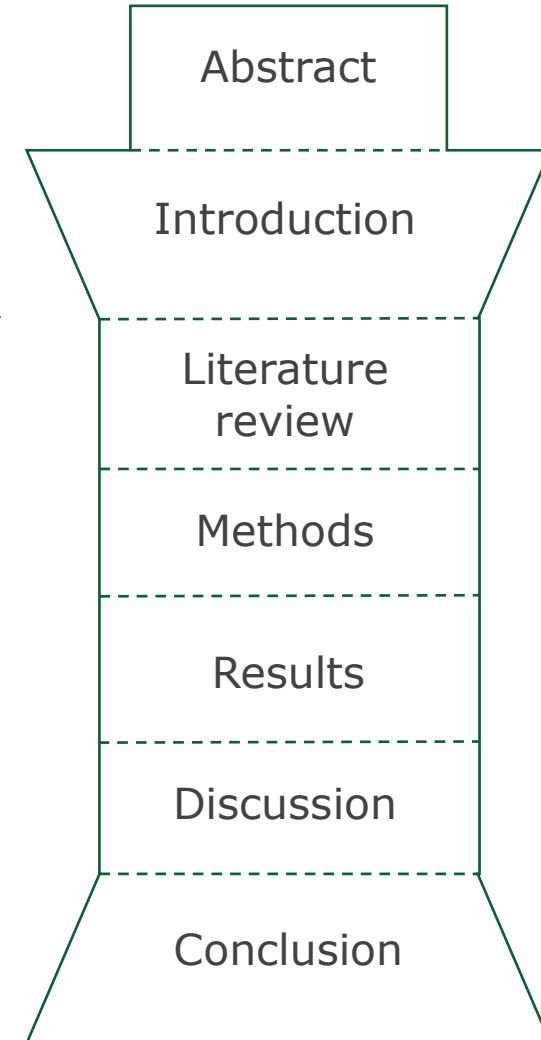
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Open Service Innovation: The Role of Intermediary Capabilities

Krithika Randhawa, Ralf Wilden, and Siegfried Gudergan

This study examines how intermediaries, in general, and those with digital service platforms specifically, engage with clients to help them innovate their services within their service ecosystem. Based on an embedded, longitudinal case study, the results reveal the cumulative development and deployment of technological, marketing, and co-creation capabilities by intermediaries, and how these capabilities allow intermediaries to engage with clients, so as to enable clients' open service innovation despite their internal challenges. In turn, this article extends theory on service innovation by clarifying the role and function of intermediaries in service ecosystems in enabling clients to leverage open service innovation. Second, this study contributes to resource-based scholarship by clarifying how these three sets of capabilities and their micro-foundations relate to each other. Despite the obvious importance of technological capabilities, online intermediaries are more than just "virtual" service platform providers. The intermediary's technological and marketing capabilities assist clients in dealing with project-related and organizational challenges to open service innovation. Acting as a higher-order capability, co-creation capabilities—through shaping marketing and technological capabilities over time and also through conditioning their deployment—improve the proficiency of these capabilities. The findings advance insights on the agential role of the intermediary's co-creation capabilities, purposefully developed and deployed to foster client engagement, and thus support service organizations in leveraging open service innovation.

Practitioner Points

- Along with technological and marketing capabilities, professional service firms ought to hone co-creation capabilities in assisting clients in dealing with internal innovation barriers.
- In order to allow service firms to better leverage open service innovation, intermediaries ought to provide professional services that go beyond offering one-off technology-focused inputs to those that actively support, involve, and engage clients.
- Managers of service firms can benefit from sourcing professional services to bolster their service innovation efforts; specifically, when facing internal project-related or organizational barriers.
- Managers of service firms can better succeed in their open service innovation efforts from knowing that, while engaging an intermediary with an appropriate "virtual" technology platform is essential, selecting one that has the capabilities to provide the needed professional services to effectively interact is equally crucial.

Address correspondence to: Krithika Randhawa, UTS Business School/University of Technology Sydney, PO Box 123, Broadway, NSW 2007, Australia. E-mail: krithika.randhawa@uts.edu.au

Introduction

Considerable research has discussed the importance of leveraging external service ecosystems to drive service innovation (e.g., Marcos-Cuevas, Nätti, Palo, and Baumann, 2016; Lusch and Nambisan, 2015). Firms benefit from accessing external resources such as knowledge (e.g., Rusanen, Halinen, and Jaakkola, 2014), and interfirm collaboration has positive innovation implications (e.g., Schleimer and Faems, 2016). At the same time, firms engaging in these so-called open innovation (OI) practices by transcending firm boundaries face internal constraints, such as the "not-invented-here" syndrome and lack of management support (Antons and Piller, 2015). Collaboration between multiple stakeholders in innovation increases complexity (Greer, Lusch, and Vargo, 2016). This complexity is magnified by greater sophistication of customer requirements, faster development cycles, and advanced technologies; growing the prevalence of intermediaries in service innovation to involve stakeholders within an ecosystem (Lusch and Nambisan, 2015). One particular category, OI intermediaries, provide their clients with online platforms that allow service firms to co-create innovations with online communities (Mele and Russo-Spena, 2015; Sawhney,

Theoretical Background

Service Innovation and Open Innovation

Distributed innovation, referring to sourcing of innovation from outside the organization, has been discussed in research on user innovation (e.g., Baldwin and von Hippel, 2011; von Hippel, 1986); OI (e.g., Chesbrough, 2003; West and Gallagher, 2006); community-based innovation (e.g., Dahlander and Frederiksen, 2017); and interfirm collaboration (e.g., Schleimer and Faems, 2016). OI and interfirm collaboration research is ultimately interested in how firms can commercially benefit from innovating with external stakeholders. User innovation and community-based innovation research, on the other hand, focuses on the user as the main stakeholder, investigating the conditions under which users share their innovations with each other and producers.

Research on service innovation using co-creation and S-D thinking (Lusch and Nambisan, 2015; Watson, Wilson, Smart, and Macdonald, 2018), emphasizes co-creation in service innovation (Perks, Gruber, and Edvardsson, 2012), stressing the importance of service ecosystems (i.e., networks between

(also called lower-order or functional) capabilities with changing customer requirements and technological advances (Karpen et al., 2015). In line with previous studies (e.g., Karpen et al., 2015; Wilde and Gudergan, 2017), this study draws on this conceptualization and investigates not only whether these capabilities apply to OI intermediaries, but also a contribution to wider strategy knowledge also uncovers the mechanisms through which professional service providers deploy capabilities to enable clients to co-create service innovation.

Research Design and Methodology

To investigate the underlying research question, an embedded, longitudinal case study of an OI intermediary called Nexus and 18 of its public service-providing clients was used. This approach allows us to (1) build theory through a deeper understanding of a contemporary and underexplored phenomenon (Eisenhardt and Graebner, 2007; Siggelkow, 2007) and (2) study the phenomenon in its natural setting (Yin, 1994).

Results and Discussion

Based on the data (see also supporting information in Online Appendix C for relational text mining results), and drawing on co-creation, OI, S-D logic, and resource-based reasoning, this study investigates how OI intermediaries deploy capabilities to support and build clients' capacity in open service innovation (Figure 1). While the identified barriers have been discussed in previous research, this study focuses on unpacking three intermediary capabilities—technological, marketing, and CCs—and the micro-foundations through which these are deployed in assisting clients in overcoming internal challenges to leveraging open service innovation. Results show that technological and marketing capabilities are important to assist clients tackle such barriers: Technological capabilities facilitate clients in dealing with their own project-related barriers, and marketing capabilities support clients in overcoming organizational barriers. More importantly, CCs support and shape both technological and marketing capabilities and are hence even more critical to enabling effective leverage of open service innovation in clients.

Theoretical Implications

Using an embedded, longitudinal case study of the open service innovation intermediary Nexus, this study examined the cumulative development and deployment of intermediary capabilities, and the mechanisms by which these intermediary capabilities

Limitation and Future Research

This study has responded to calls to integrate service marketing theories to examine OI for services (e.g., Randhawa et al., 2016), and align with early attempts to investigate service innovation from an S-D perspective (e.g., Ordanini and Parasuraman, 2010; Verma, Gustafsson, Kristensson, and Witell, 2012). Our study is not without limitations, which also provide opportunities for future research. Although this embedded case study is appropriate to conclude how the here-identified intermediary capabilities and micro-foundations enable clients to leverage open service innovation, relying on a single intermediary is a limitation. Future qualitative research can apply a mul-

tion-making among senior executives, resulting in significant "not-invented-here" thinking in organizations (Antons and Piller, 2015). These barriers are also evident in the text mining results through the frequent use of, and the close relationships between, concepts such as "buy-in," "risk," "senior," "understanding," and "value" by interviewees. Overall, clients widely acknowledge the role of the senior executives' buy-in in building a culture of open service innovation and community engagement.

Another organizational barrier is revealed through the frequent use of concepts such as "strategic framework," "policy," and "consultation," namely the lack of strategic framework for open service innovation. As a result, clients often adopt a compliance-driven approach, using open service innovation in a transactional, reactive manner. Client Q suffers from this approach as "the focus tends to be on empowering the community and not as much on empowering the community" [emphasis added] (media & communication officer). Often the focus is merely on meeting government and council requirements for consultation, leading to a lack of emphasis on holistic service innovation projects. On the contrary, Client H has adopted a strategic framework to open service innovation that goes beyond policy requirements to be

This study advances service innovation and co-creation literature by integrating the research on OI and S-D logic of marketing to investigate how OI intermediaries, functioning as "customer community operators" (Sawhney et al., 2003), can enable clients to leverage open service innovation. By assisting clients in dealing with internal barriers to online community engagement, both project-related and organizational ones, these capabilities play a key role in using these capabilities (Peters, Gudergan, and Booth, 2018) to better explain how intermediaries can assist service firms in the open service innovation efforts. Finally, as professional service firms differ in their capability portfolio (Wilden, Gudergan, Akaka, Averdung, and Teichert, 2018), further clarifying capability configurations and their impacts (Gelhard, von Delft, and Gudergan, 2016; Wilden, Devinney, and Dowling, 2016) can assist in substantiating how different types of intermediaries affect their client's service innovation endeavours.

References

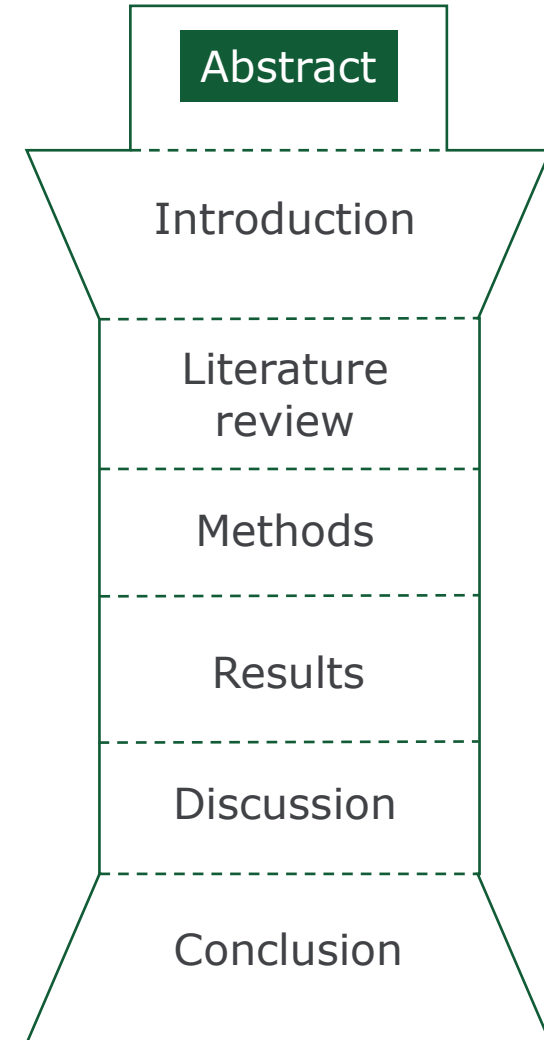
Abela, A. V., and P. E. Murphy. 2008. Marketing with integrity: Ethics and the service-dominant logic for marketing. *Journal of the Academy of Marketing Science* 36 (1): 39–53.

标题



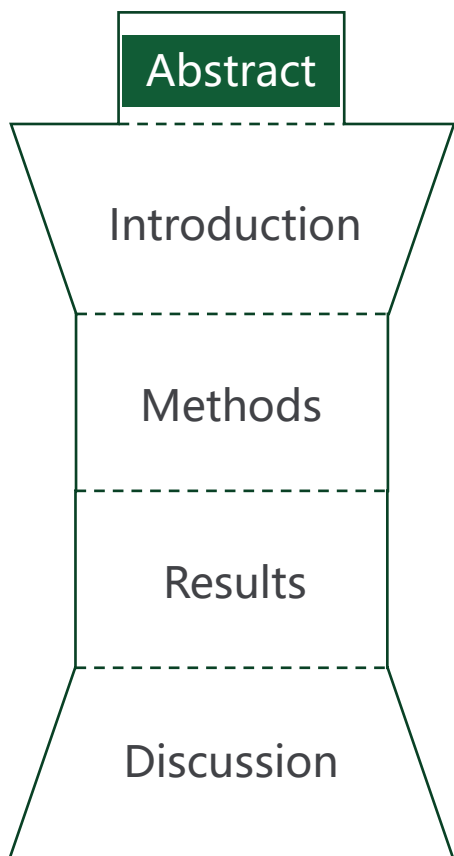
摘要

- 我要研究的问题是什么？为什么这很重要？
- 我该怎么去做才能回答这个问题？
- 我在研究发现了什么可以回答我的问题？
- 针对我的问题和结果我可以做出什么结论？



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“ ” 概括

从目标导向——摘要是“摘取要点”

摘要：优秀范例

CORPORATE SOCIAL RESPONSIBILITY AND ACCESS TO FINANCE

BEITING CHENG,¹ IOANNIS IOANNOU,² and GEORGE SERAFEIM^{1*}

¹ Accounting and Management Unit, Harvard Business School, Harvard University, Boston, Massachusetts, U.S.A.

² Strategy and Entrepreneurship Area, London Business School, London, U.K.

882 Cited

We investigate whether superior performance on corporate social responsibility (CSR) strategies leads to better access to finance. We hypothesize that better access to finance can be attributed to (1) reduced agency costs due to enhanced stakeholder engagement and (2) reduced informational asymmetry due to increased transparency. Using a large cross-section of firms, we find that constraints. We provide evidence that are important in reducing capital constraints. The results are further confirmed using several alternative measures of capital constraints, a paired analysis based on a ratings shock to CSR performance, an instrumental variables approach, and a simultaneous equations approach. Finally, we show that the relation is driven by both the social and environmental dimension of CSR (133 words).

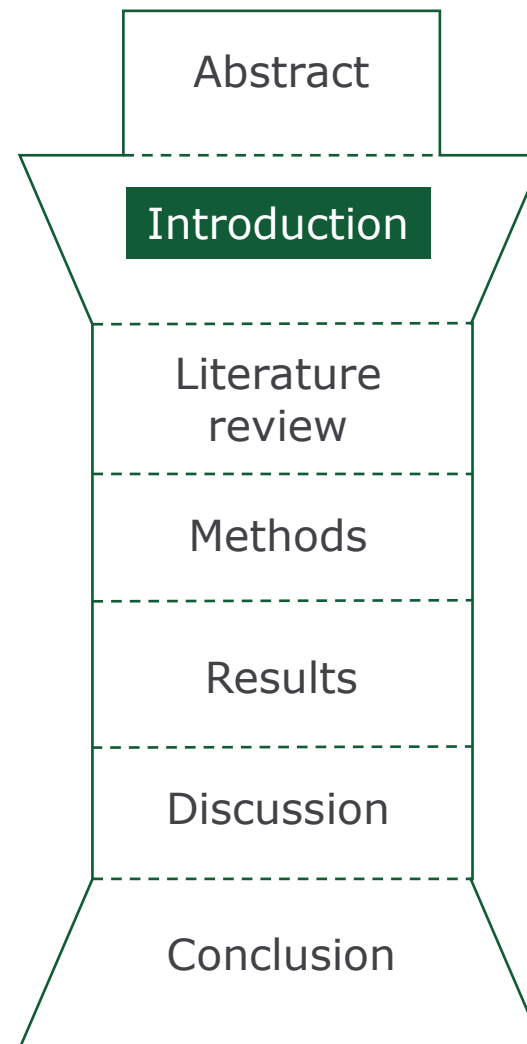
- 研究
- 假设
- 方法
- 发现
- 讨论
- 结论

引言

- 清晰交代研究的核心问题
- 阐述该研究的重要性

需完整阐述的内容：

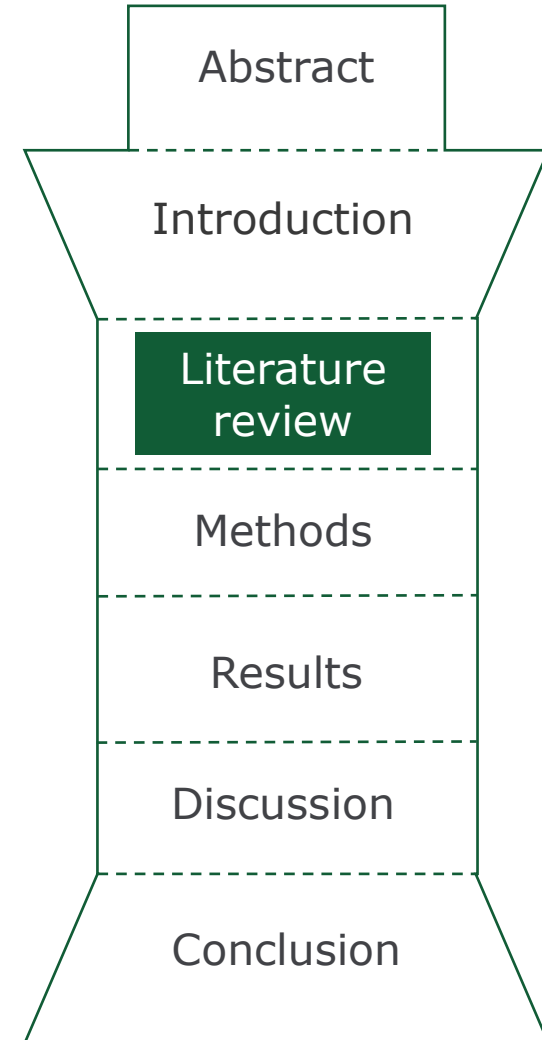
- 所有的研究问题
- 研究的预期目标（假设）



文献综述-Write a Critical Review

- 展现当前研究的基础和广泛性
- 展示最相关及最重要的研究
- 基于专业性和个人观点的review

综述不是总结别人的研究!



文献综述-Write a Critical Review

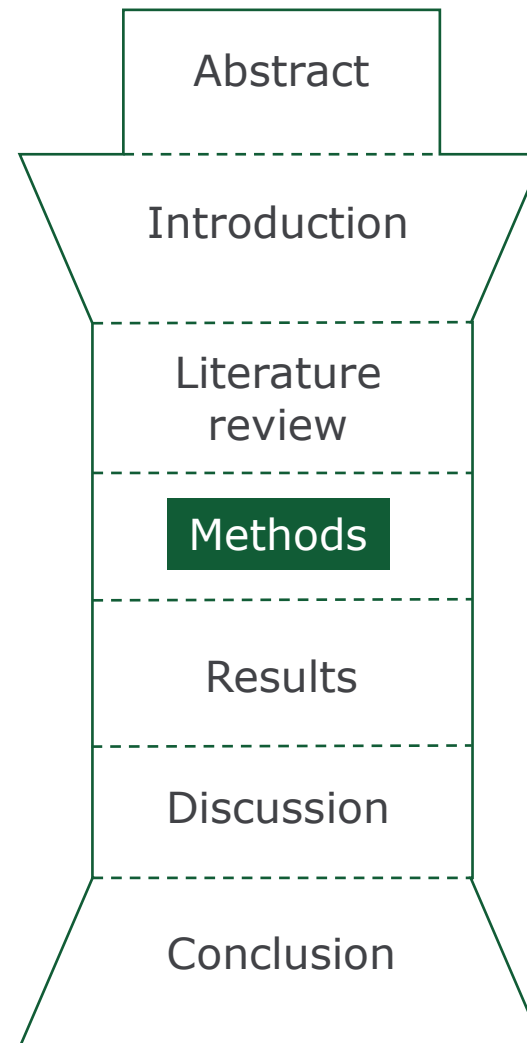
Critical Review

的基本结构



方法

- **可靠性/有效性**
 - 提供详细的信息为读者展示这个研究的有效性和可靠性
 - 提供研究参与者的背景人数等信息
- **数据分析**
 - 提供数据分析的详细方式及原理
- **不要复制!**



方法

方法设计

- 整个调查/实验是如何设计的
- 阐述方法设计的原因并论述其有效性
- 简述伦理审查情况

调查对象

- 对多少人进行了调查
- 被调查者的背景
- 选择该背景人群的原因
- 无回复/拒绝调查该如何处理

调查方式

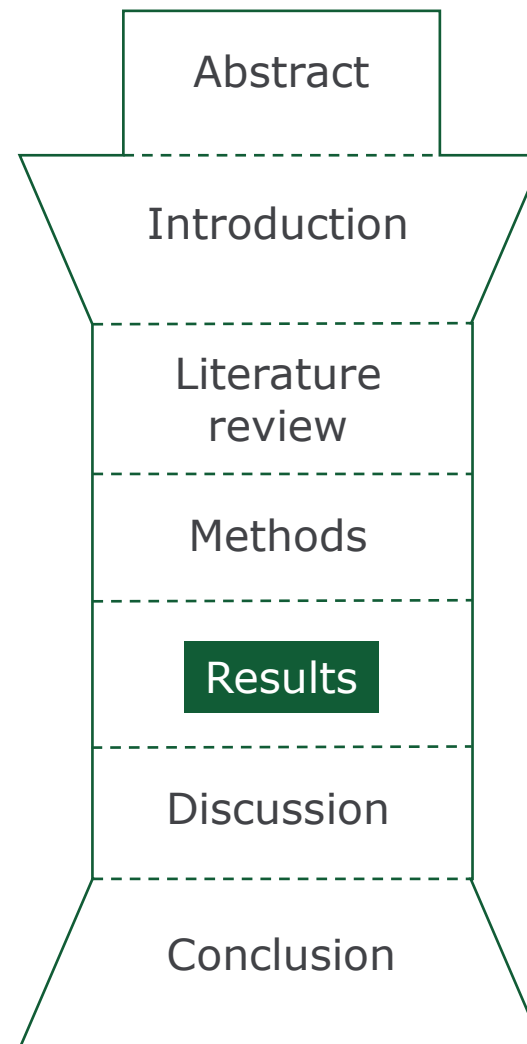
- 使用了什么样的方法
- 专用程序/仪器是如何设计/开发的
- 数据如何分析

调查流程

- 调查对象的特点
- 调查流程的有效性、可靠性
- 如何指导被调查者
- 收集数据的数量，调查的区域，调查的时长
- 什么时候进行的调查

结果

- 阐述研究中发现的事实
- 可以通过图表来展现研究发现
- 不要在该部分对结果发表看法
- 结果的展现要有清晰的逻辑
 - 按研究目的顺序
 - 按发现重要性顺序
- 各章节的标题要清晰的展现章节内容

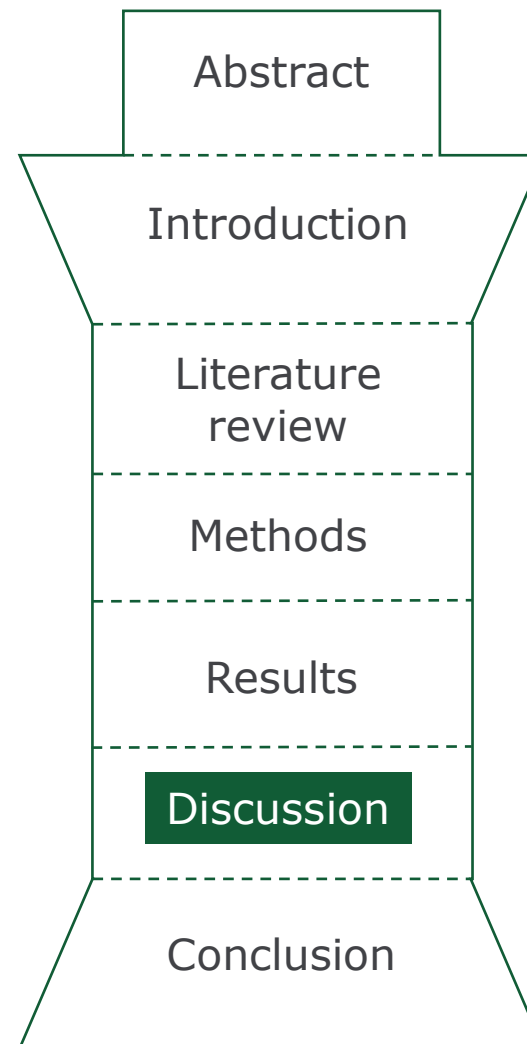


讨论

讨论是对结果的解释

- 说明结果与引言中的目标、问题与假设之间的联系
- 运用综述中阐述的理论进行讨论
- 讨论研究方法中的优势与不足
- 不是阐述事实，而是对事实的解释
- 进行充分的讨论（**不短于结果**）

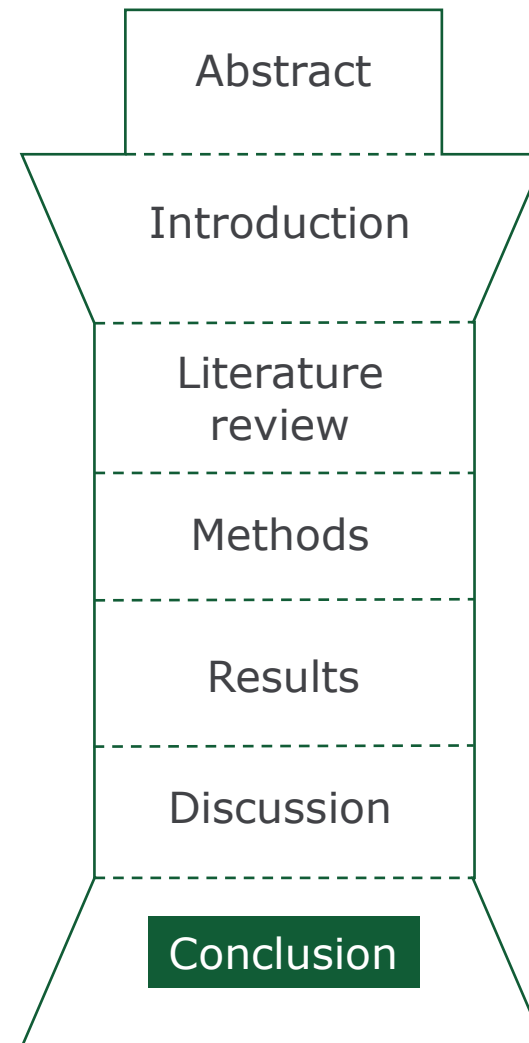
实事求是，不要过度解读，也不要妄自菲薄



总结

- 总结整个研究（研究目的、问题、发现、结论）
- 清晰的阐述结论：遵循与结果相似的结构
- 对应研究目的
- 不要涉及新的文献/信息

- 总结中的最后一章：“讨论”
 - 研究的意义
 - 应用价值
 - 未来研究方向



你在总结里回答了这 些问题吗？

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- ✓ 研究是否回答了研究问题
- ✓ 主要发现是什么
- ✓ 结论对未来的研究有什么启示
- ✓ 是否总结了整个研究
- ✓ 未来的研究可以着眼于什么方向

目标vs结果vs讨论vs总结

希望解决的问题	研究中的发现	对发现的解释	从发现中得出的判断
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引言	结果	讨论	总结

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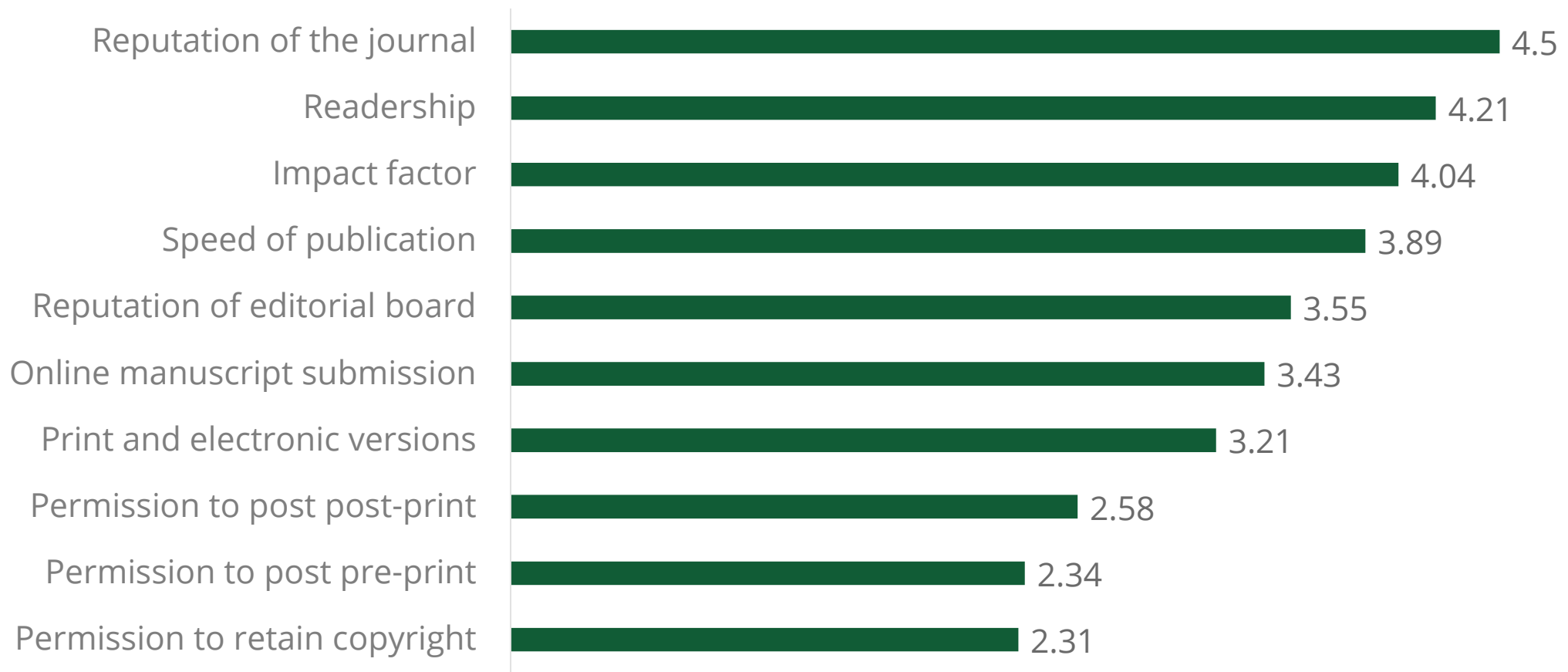
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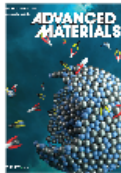
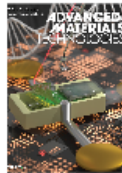
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Journal Impact Factor™: 5.8	Journal Impact Factor™: 6.2	Journal Impact Factor™: 29.4	Journal Impact Factor™: 6.8
Full text views: 267,609	Full text views: 915,579	Full text views: 17,442,221	Full text views: 1,088,523
Article publication charge: \$3,400	Article publication charge: \$3,100	Article publication charge: \$5,780	Article publication charge: \$4,650
Data sharing policy: Expects	Data sharing policy: Expects	Data sharing policy: Expects	Data sharing policy: Expects
ORCID policy: Required	ORCID policy: Required	ORCID policy: Required	ORCID policy: Required
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研究背景

心脏康复是确保心脏病患者获得最佳体力、精神、社会功能的所有方法的综合，通过患者自己的努力尽可能恢复正常的功能，过上一种主动的生活。居家心脏康复可以显著降低心脏病患者的心血管风险，促进心理和精神健康，改善临床预后和生活质量。然而，这些益处取决于心脏病患者的主动参与和积极的自我管理。最优的自我管理能够帮助患者更好地监测心脏状况、采取健康的生活方式、遵循治疗计划、应对心理压力，并获得相关的教育和信息。通过自我管理，患者还可以积极参与康复过程，提升心脏健康、预防疾病复发，并改善生活质量。因此，涉及到干预的各个环节，有必要对居家心脏康复自我管理进行全面、科学的评价，这对提高临床疗效和患者生活质量至关重要，对居家心脏康复的临床实践也至关重要。目前，缺乏一个特异性的评估工具来评估心脏病患者居家心脏康复自我管理行为。因此，有必要基于相关指南去开发并验证一个全面且特异的心脏病患者居家心脏康复自我管理量表以补充当前的临床评价体系。

【精选论文】武汉大学刘冰、卜琳琳，昆士兰大学徐纯Small综述：淋巴结靶向纳米粒子促进肿瘤免疫治疗的策略及影响因素

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淋巴结（LN）是人体中至关重要的免疫器官，是肿瘤抗原最初出现的次级淋巴器官。在癌症发生期间，肿瘤细胞可能通过淋巴系统转移到LN，从而启动向转移性癌症的进展。然而，与此同时，LN是免疫细胞聚集和激活的中心区域，其中，抗原呈递细胞（APC）负责提取抗原，协调T淋巴细胞的成熟和活化。免疫治疗已成为癌症治疗中的一种有效策略，涵盖了免疫检查点抑制剂、细胞因子、免疫刺激剂、溶瘤病毒、癌症疫苗和CAR-T等一系列治疗方式，其中许多药物已获得批准广泛使用，而且一些创新的治疗方法正处于开发阶段。尽管免疫治疗潜力巨大，但它目前仍具有一些局限性，其中包括副作用和次优疗效。使用纳米颗粒（NP）作为递送载体靶向LN协同免疫治疗可以提高免疫治疗药物的疗效并减少患者的副作用。武汉大学刘冰/卜琳琳团队，澳大利亚昆士兰大学徐纯团队系统综述了靶向LN的NP结合免疫治疗的研究进展，并当选该期封面文章。重点介绍了NP靶向LN的各种策略，包括受NP物理性质影响（图的被动靶向策略（图1）、由NP表面亲和配体介导的主动靶向策略（图2）和其他的替代方法（图3），如结内注射和高内皮小静脉（HEV）靶向等。此外，团队还概述了LN靶向的NP在免疫治疗中的潜在风险，如毒性、器官蓄积和氧化应激等。

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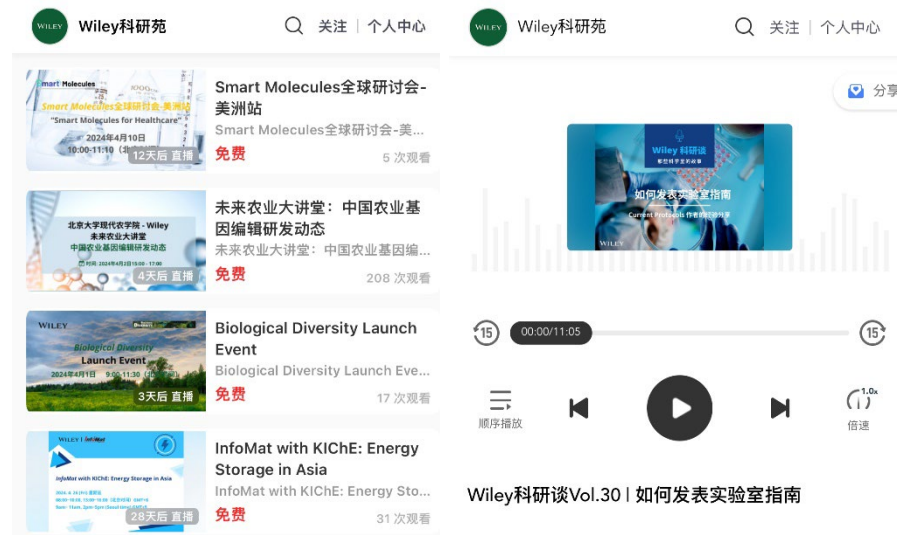
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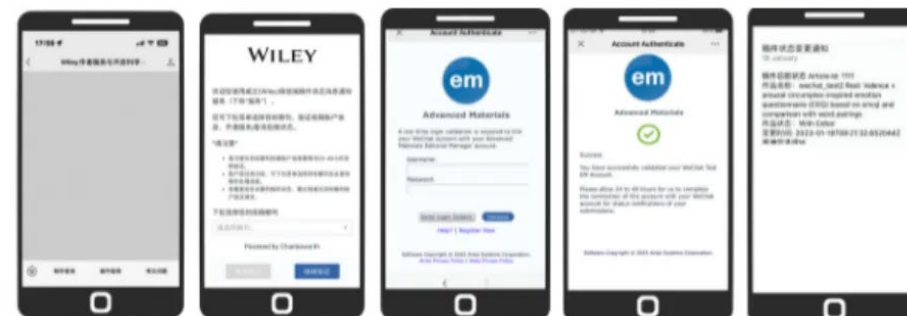
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