

# Service Innovation Quality: A Winning Heart Share Strategy to Service Entrepreneurial Success

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## Abstract

The purpose of this paper is to explore the associate between service innovation and service quality with specific emphasis to 4D model. Design methodology approach is based on overview of literature and models that are related to the concepts of service innovation and service quality, including confirm the purpose of this research. Preliminary findings of the study unveiled that a service entrepreneurship's ability to achieve winning the heart share is depend on 4D model that related to mind share, market share and heart share. Originality value of this literature review is a starting point for research in the topic area. The researcher used to assimilates all body of knowledge in service innovation quality and service entrepreneurial success with the critical review and synthesis literature in service innovation quality.

**Keywords:** Service Innovation, Service Quality, Winning Strategy, Service Entrepreneurial Success

## Introduction

With respect to Moaeri (2002) introduced the role of mostly organizations are unavoidable service innovation to improve service entrepreneurial success. Nowadays, service firms must offering service innovation to remain competitive as the engine of economic growth and pervades all service entrepreneurial sector. (Thakur and Hale, 2013; Synder, Witell, Gustafsson, Fombelle and Kristensson, 2016: 2401). Although service innovation is not a new concepts (Miles, 1993). With this view, service innovation may involve changes in several dimensions of identify four unique service innovation categorisations emphasizing the following studies 1) degree of change 2) type of change 3) newness and 4) means of provision. Consequently adding service quality to service innovation introduces new or alternative perspective of service innovation quality. According to Witell, Snyder, Gustafsson, Fombelle and Kristensson (2015), concerning to the question of new perspective on service innovation truly provide a better explanation for the success in service entrepreneurship and why a new service applied to service innovation quality succeeds or fails. Awareness of the importance of above discussion about service innovation quality should be extended beyond dimension the 4D model consisted of 1) dimensions: new service concept 2) dimensions: new client interface 3) dimensions: new service delivery system and 4) dimensions: technological options.

Therefore, based on the literature review, this research develop a conceptual framework for service innovation quality in service entrepreneurial success, which captured by winning strategy.

## Service Innovation

Schumpeter (1934: 6) defines innovation as the carrying out of new combinations in the market for a business purpose. According to Gallouj and Savona (2008); Windrum and Koch (2008); Toivonen and Tuominen (2009), a schumpeterian view of service innovations as central to service innovation and assumes that innovation in 3 views 1) is carried into practice 2) provides benefits to the developer and 3) is reproducible. The researcher develop the Schumpeterian view of service innovation to explain and define service entrepreneurial success. Taking a Schumpeterian view of service innovation and service entrepreneurial success applied to previous content. To use Ostrom et al. (2010) and Organization for Economic Co-operation and Development (OECD) 2005 emphasis service innovation as launching a new significantly improved product (goods or service) or process, a new marketing method, or a new organizational method in business practices, or external relations. Additionally, focusing on a systematic literature review identified four different categorizations that describe social innovation. This study employed to support identifying categories of service innovation based on Table 1 Studies viewing service innovation in the four different categorizations are degree of change, type of change, newness and means of provision.

**Table 1** Studies viewing service innovation in the four different categorizations are degree of change, type of change, newness and means of provision.

Author	Context Applied to Service Entrepreneuria l Success	Concept	Type of Study	Content of Categories
<b>Studies viewing service innovation as a degree of change in the offering</b>				
Gallouj and Weinstein (1997)	Innovation	Conceptual	Radical, improvement, incremental, ad hoc, recombinative, formalization	
Sundbo (1997)	Service firms	Innovation in services	Conceptual	Radical innovations, large incremental, small incremental, general acts of learning, individual acts of learning
Chan, Go and Pine (1998)	Services	Innovation	Empirical, survey (n = 99)	Incremental, distinctive (old-new), distinctive (new-old), breakthrough
de Vries (2006)		Innovation	Empirical, case study	Radical, improvement, incremental, ad hoc, recombinative, formalization
Lyons, Chatman and Joyce (2007)	Investment banking	Service Innovation	Conceptual	Radical, incremental
Oke (2007)	Services	Service Innovation	Empirical, interviews (n = 6), survey (n = 101)	Radical, incremental “mee-too”,

**Table 1 (Con.)**

Author	Context Applied to Service Entrepreneuria l Success	Concept	Type of Study	Content of Categories
Windrum and Koch (2008)	Healthcare	Health services innovation	Empirical, case study	Radical, incremental
Martínez-Ros and Orfila-Sintes (2009)	Hotel services	Innovation	Empirical, interview survey (n = 331)	Radical, incremental
Cheng and Krumwiede (2011)	Service firms	Service Innovation	Empirical, survey (n = 253)	Radical, incremental
Corrocher and Zirulia (2010)	Mobile operators	Innovation	Empirical, analysis of documents	Incremental, recombinative, improvement
Gustafsson, Kristensson and Witell (2012)	Services	Service Innovation	Empirical, survey (n = 284)	Radical, improvement, incremental
Brown and Osborne (2013)	Public services	Innovation	Conceptual	Transformational, incremental
Harris, McAdam, McCausland and Reid (2013)	SME	Innovation	Empirical, survey (n = 606)	Radical, incremental, noninnovative
Janeiro, Proença and Goncalves (2013)	Service firms	Service Innovation	Empirical, survey (n = 967)	Radical, incremental
Savona and Steinmueller (2013)		Innovation	Conceptual	Radical, incremental
Sundbo, Johnston, Mattsson and Millett (2001)	Franchisors	Service Innovation	Empirical, case study	Service product, architectural, modification, ad hoc
<b>Studies viewing service innovation as type of change</b>				
Pearson (1997)	Insurance industry	Innovation	Conceptual	Process, primary product, secondary process
Amara, Landry and Doloreux (2009)	KIBS	Service innovation	Empirical, survey (n = 1142)	Product, process, delivery, strategic, managerial, marketing

**Table 1** (Con.)

Author	Context Applied to Service Entrepreneurial Success	Concept	Type of Study	Content of Categories
Khan and Khan (2009)	Hospitality services	Services innovation	Conceptual	Major service innovations, service-line extension, service and style improvement, major process innovation, process-line extensions, process improvements
Doloreux and Shearmur (2010)	KIBS	Service innovation	Empirical, survey (n = 769)	Product, process, delivery, strategic, managerial, marketing
Sorensen, Sundbo and Mattsson (2013)		Innovation	Conceptual	Product or services, production processes, marketing procedures, organizational setups
Halliday and Trott (2010)		Service innovation	Conceptual	Service product, service process
Fuglsang, Sundbo and Sørensen (2011)	Services	Experience service innovation	Empirical, survey (n = 1315)	Product, process
Chang, Linton and Chen (2012)	Services firms	Service innovation	Empirical, survey (n = 5711)	Product, process, organization, business model
Gotsch and Hipp (2012)	KIBS	Service innovation	Empirical, survey (n = 278)	Product, process, marketing, organizational innovation
Ferreira, Raposo and Fernandes (2013)	KIBS	Innovation	Empirical, survey (n = 69)	Products/services, processes, organizational
Grolleau, Mzoughi and Pekovic (2013)	French firms	Innovation	Empirical, survey (n = 5574)	Products/services, process, organizational, marketing
Salunke, Weerawardena and McColl-Kennedy (2013)	Services firms	Service innovation	Empirical, interviews (n = 14), survey (n = 192)	Interactive, supportive
<b>Studies viewing service innovation as newness</b>				
Mansury and Love (2008)	US firms	Business Innovation	Empirical, survey (n = 206)	New-to-market innovation, new-to-firm innovation

**Table 1** (Con.)

Author	Context Applied to Service	Concept	Type of Study	Content of Categories
<b>Entrepreneurial Success</b>				
Chen, Tsou and Huang (2009)	Financial firms	Service delivery innovation	Empirical, survey (n = 298)	New service channels for existing customer service, new service channels for new customer service
Alam (2012)	Service firms	Service innovation	Empirical, survey (n = 274)	New-to-market services, new-to-firm services, new delivery processes, service modification, service line extension, service repositioning
Thakur and Hale (2013)	Service industries	Service innovation	Empirical, survey (n = 315)	New-to-market innovation, new-to-firm innovation
Van der Aa and Elfring (2002)	Service industries	Innovation	Empirical, case study (n = 9)	Technological, organizational
Dotzel, Shankar and Berry (2013)	US firms	Service innovation	Empirical, panel data of service innovations	Internet enabled innovation (e-innovation), people enabled innovation (p-innovation)
Yoon, Kim and Rhee (2012)	Car-sharing service	Service innovation	Empirical, survey individuals (n = 113), organization (n = 14), simulation	New or improved service products, new or improved ways of designing and producing
He and Abdous (2013)	Higher education	Service innovation	Conceptual	Service, technological, administrative

**Source:** Synder, Witell, Gustatsson, Fombelle and Kristensen (2016: 2403-2406)

Respectively, these above categorizations emphasize different service innovation characteristics and describe why researchers studies their viewing to different conclusions about whether or not innovation occurs in service business or entrepreneurship. From the results reveal overview of the categorizations of service innovation applied to the next section (See Table 2).

**Table 2** Overview of the categorizations of service innovation

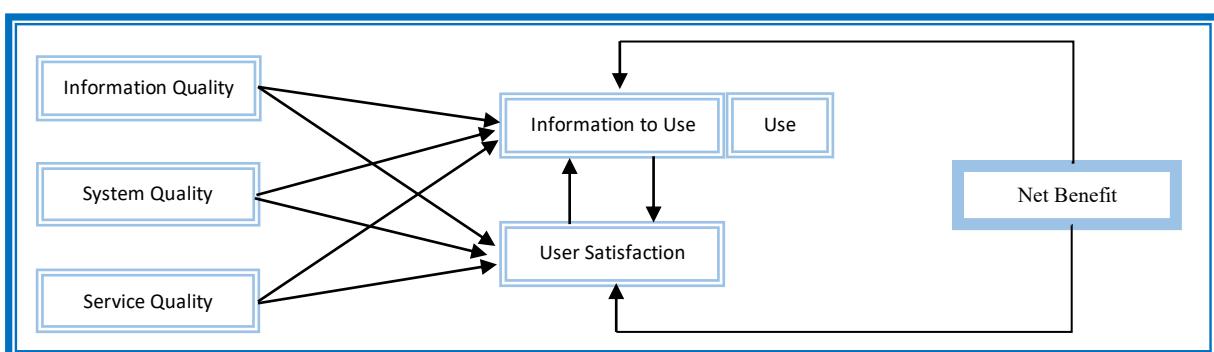
	<b>Degree of Change</b>	<b>Type of Change</b>	<b>Newness</b>	<b>Means of Provision</b>
<b>Main Categories</b> <b>Explanation</b>	A service innovation is based on service quality dimensions and improvements to existing model as core tactic or characteristics	A service innovation is based on changes in the core tactic or characteristics related to success dimensions, technological system e.g. net benefit	A service innovation is a new service for the specific service provider to business or entrepreneurial success	A service innovation is provided in new way through new client interface, new service delivery system, technological system user satisfaction
<b>Core Reference</b>	Adjusted from Gallouj and Weinstein (1997)	Adjusted from Pearson (1997)	Adjusted from Mansury and Love (2008)	Adjusted from Van der Aa and Elfring (2002)

**Source** Adjusted from Weinstein, 1997; Pearson, 1997; Mansury and Love, 2008; Van der Aa and Elfring, 2002.

## Service Quality Dimensions and Model

Based on Parasuraman, Zeithmal and Berry (1988), service quality dimensions is defined and through the ability to learn skill that will prove ten detailed dimensions are listed as reliability, responsiveness, competence, access, courtesy, communication, credibility, security, competence, understanding the customer and tangibles. In their following research (Parasuraman, Zeithmal and Berry, 1988), then they purified and distilled the ten dimensions to five: reliability, tangibles, responsiveness, assurance, and empathy. According to these five dimensions listed above, the researcher develop to updated DeLone and McLean, IS Success Model (2003).

This model describes information quality, system quality, service quality, jointly affect both use and user satisfaction (See Figure 1).



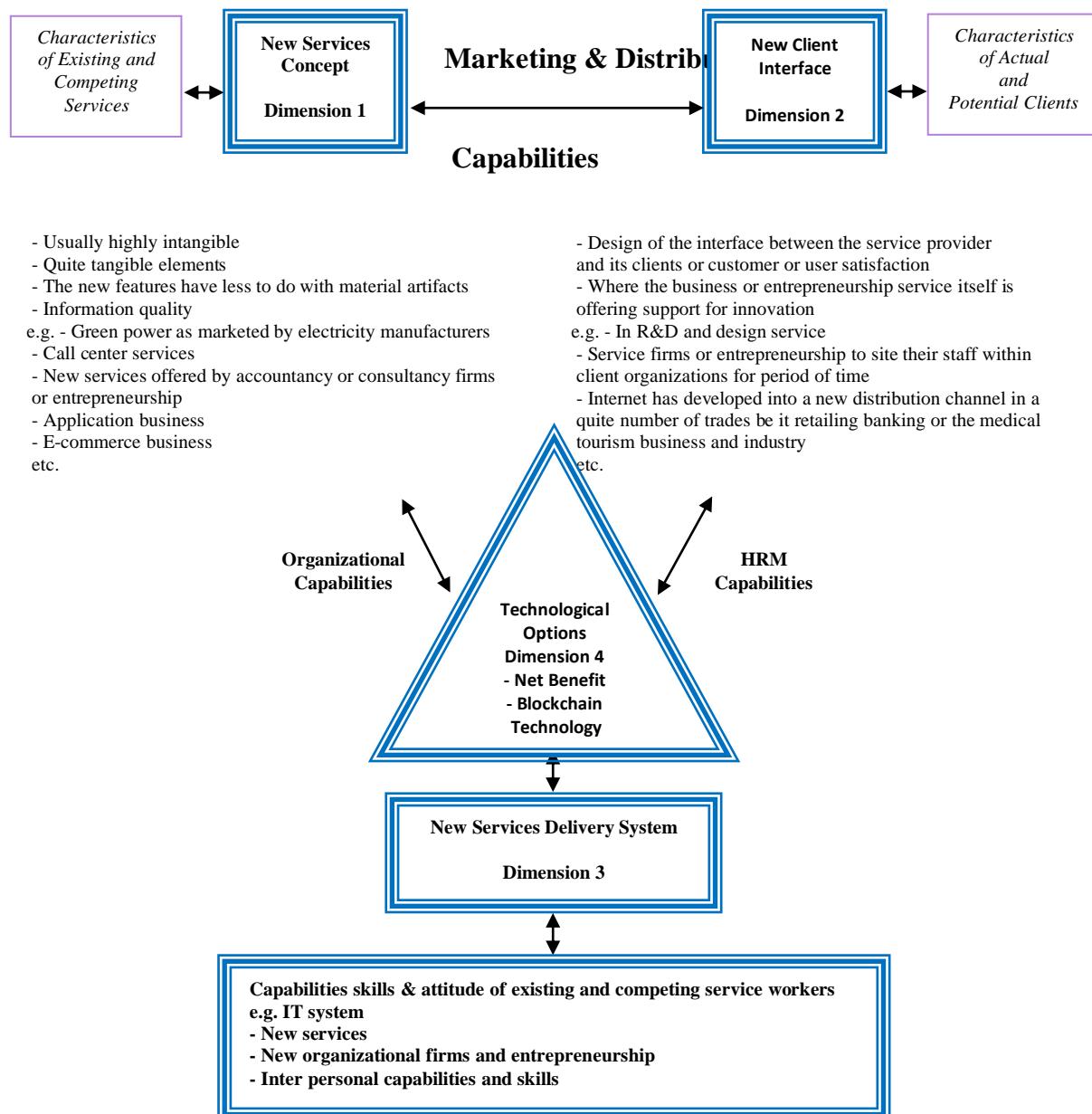
**Figure 1** Updated DeLone and McLean: IS Success Model (2003)

Source DeLone and McLean, 2003: 24.

Additionally, this model is the most important success measure as they capture the network benefit e.g. green power market, application business, and e-commerce business etc. Then beneficially the researcher used to assimilates of the concept of a four dimensional model of service innovation is supported to a winning heart share strategy model of service innovation quality to service entrepreneurial success.

## A four-dimensional model of service innovation

Relevantly, a four dimensional model is presented aimed at improving the interaction of service quality dimensions and model and service entrepreneurship success in service innovation. Although conceptual, it is concrete enough to road map service innovation and discuss their practical development in a structured way, a four dimensional model of service innovation is introduced (See Figure 2).



**Figure 2** A Four-Dimensional Model of Service Innovation

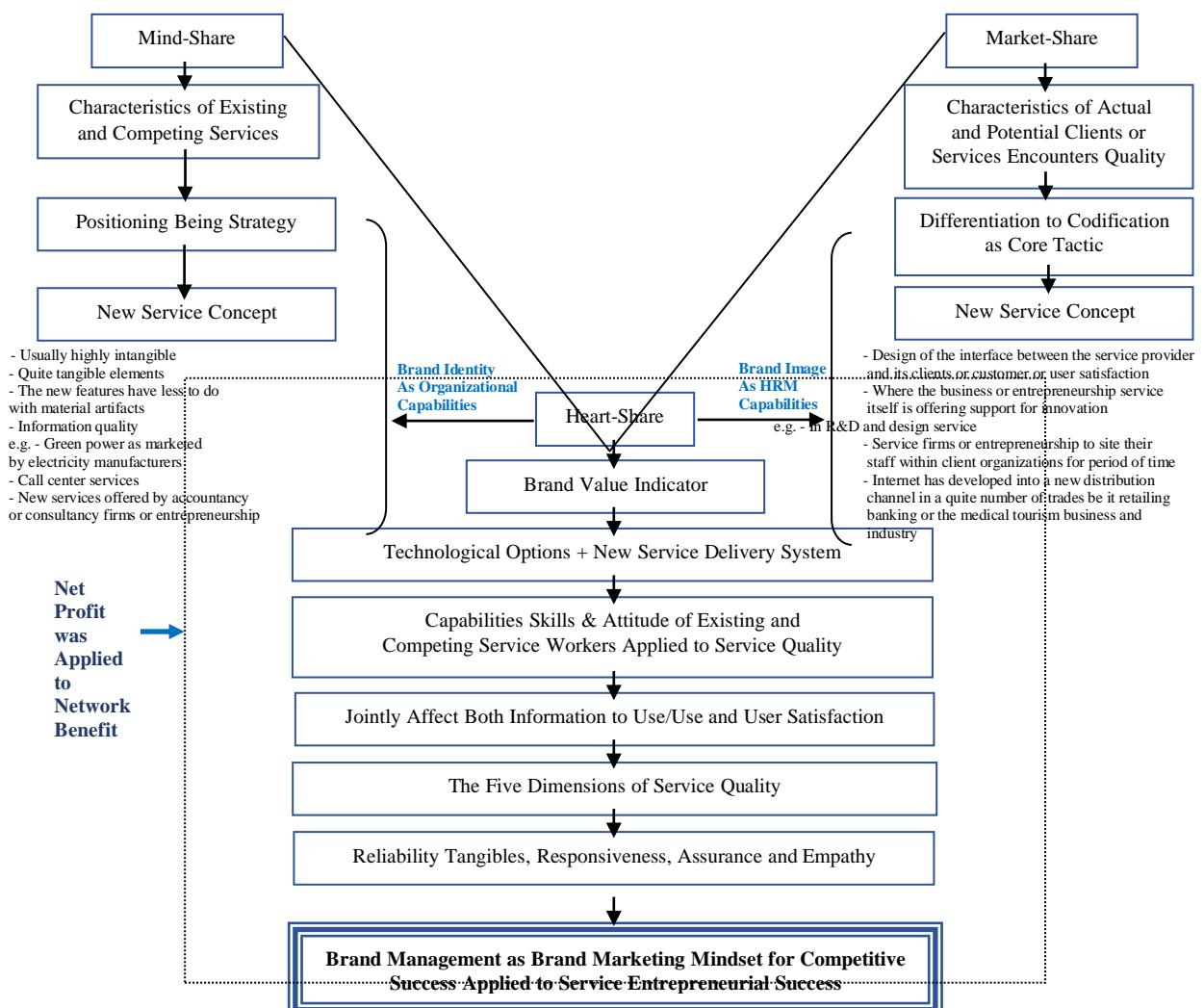
Source Hertog (2002: 42); Hertog, Ark and Broesma (2003: 433-452)

## Service Innovation Quality: A Winning Heart Share Strategy to Service Entrepreneurial Success

Relying on the four different categories service quality dimension previously described. These several inclusion concepts are applied to DeLone and McLean, IS Success Model (2003) and a four dimensional of service innovation. The researcher using to develop the research results, revealed that gaining higher profit of goal achievement from a winning heart

share strategy to service entrepreneurial success model. It is derived from service innovation quality (service innovation and service quality).

With regard to an important point to formation a winning heart share strategy to service entrepreneurial success. According to Kotler, Kartajaya and Hooi (2014, 2017: 121) effective work with brand management is based on a winning heart share strategy. This research was applied to service entrepreneurial success. It is most suited for mapping service innovation quality in three various ingredients. These are 1) mind share consisted of positioning being strategy approach to information quality to new service concept can be applied service innovation quality 2) market-share consisted of differentiation to codification as core tactic to address the peculiarities of system quality in terms of new client interface and 3) heart-share consisted of new service delivery system and assimilates of service quality dimensions as the human touch. (See Figure 3)



**Figure 3** A Winning Heart Share Strategy Model of Service Innovation Quality to Service Entrepreneurial Success

**Source** Assimilated concept and adapted from Kotler, Kartajaya, Huan and Lui (2002); Parasuraman, Zeithaml and Berry (1988); Yang and Fang (2004); DeLone and McLean (2003: 24-26); Kotler, Kartajaya and Hooi (2017: 121, 119-153); Bilderbeek, Hertog and Marklund (1998); Hertog, Ark and Broersma (2003); Vandermerve and Rada (1988: 314-324); Voorhees, Fombelle, Gegoire, Bone, Gustafson, Sousa and Walkowick (2017: 1-11); Bone, Lemon, Voorhees, Liljenquist, Fombelle, DeTienne and Money (2017)

## Contribution and Concluding Remarks

An attempt is made in this paper to review various service innovation concept and service quality models. The assimilate conceptual perspectives are summarized in Table 1, Table 2 and Figure 2 and assimilate in Figure 3. The model of a winning heart share strategy cover the domain from two prominent conceptualization framework that extend beyond are

1) the conventional perspective (by studies viewing service innovation as a degree of change, and defining the 4D model, service quality has traditionally concentrated on understanding service encounters or touch points with the firm or entrepreneur, and to recognize evolving the ten or five dimensions of service quality dimensions. (Applied to Gallouj and Weinstein, 1997; Voorhees, Fombelle, Gregoire, Bone, Gustafsson, Sousa and Walkowick, 2017: 1-3; Sampson, 1996: 601; Sirianni, Bitner, Brown and Mandel, 2013; and Bitner and Wang, 2014: 221).

2) the innovations involving 2.1) tangibles (HRM), capabilities, innovation in service e.g. technology such as net benefit, blockchain technology including network benefit from new service delivery system consisted of capabilities skills and attitude of existing and competing service workers were applied to service quality according to the five dimensions of service quality 2.2) intangibles or human touch base on Kotler, Kartajaya, Huan and Lui (2002), suggested emotional are powered not reason and leads to action while reason leads to conclusion innovation is the fast track to human emotions or human touch, including brand management has to deal with human emotion (winning the heart share), imagination (positioning being strategy) and empathy (differentiation to codification).

Also, from the study of these concepts and models, it appears that the key ingredients to conceptual perspective of service innovation quality for a winning heart share strategy to service entrepreneurial success, which is represented by assimilation approach as follows:

1. Competitive perspective (Heart Share): there is the competitive perspective that proposes service innovation quality is about 1.1) brand value indicator 1.2) technological options plus new service delivery system identified with service quality applied in capabilities skills and attitude of existing and competing service, jointly affect both information to use/usage and user satisfaction and the five dimensions of service quality to extend brand management. Alternatively, this can be brand marketing mindset for competitive success applied in this study include service entrepreneur success.

2. Process perspective (Positioning Being Strategy): there is the process perspective which proposes with in new service concept - so managing and nurturing characteristics of existing and competitive service is a part of brand identity as organizational capabilities, applying the service entrepreneurial business.

3. HR planning perspective (Differentiation to Codification as Core Tactic): this is often believes characteristics of actual and potential clients or service encouragement to service innovation quality. Although the reflection on a series of new client interface has increased, the scope of brand image in the space of HRM capabilities and willingness to continue the customer relationship and engagement. (Bitner, Booms and Tetreault, 1990; Bitner and Wang, 2014; Bolton and Drew, 1992; Woodside, Frey and Daly, 1989; and Voorhees, Fombelle, Gregoire, Bone, Gustafsson, Sousa and Walkowick, 2017)

4. Change management perspective (strategic change of net benefit that led to network benefit): Finally, there is the change management perspective which uses net benefit or network benefit and technological options process as a driver of change in a winning heart share strategy as part of the wider strategic of competitive and HR initiative, including positioning for organizational was committed to service entrepreneurial change. This can either be a means of a winning heart share strategy to service entrepreneurial success. (Adapted from Kehinde, 2012; D'Amato and Herzfeldt, 2008)

Thus, organizations or service entrepreneurs notice to a winning heart share is very important to lead service innovation quality; or resolved to discover successful inside (mind-share, market-share) assimilate outside (change) of organizations apply to service entrepreneurs of this research.

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