



The Effect of Customer and Staff's Involvement on Service Innovation in Malaysian Mobile Service Provider

Ainul Mardhiyah Nor Aziz, Azman Hashim International Business School, Universiti Teknologi Malaysia, 81310 Johor Bahru, Malaysia, ainul.mardhiyah.dhi@gmail.com

Noraini Abu Talib, Azman Hashim International Business School, Universiti Teknologi Malaysia, 81310 Johor Bahru, Malaysia, m-aini@utm.my

Wan Md Syukri Wan Mohamad Ali, Malaysia-Japan International Institute of Technology, Universiti Teknologi Malaysia, syukriali@gmail.com

Abstract- The importance of this study is to discuss an important topic that is vital for service innovation. The main objective is to identify the conceptual theory of the effect of service innovation and the effectiveness of the competitive advantage of Mobile Service Provider in Malaysia from the involvement of the staff and customers. By identifying the process, system, organization, technology and strategy as well as degree of decision-making efficacy in different areas.. In this article, the descriptive field approach was used to collect the data by used qualitative tools and develop the research framework. Development research methodology uses structured questions for data collection and data analysis. This study enhances the emerging opportunities and satisfies the crucial void in the company that now exists. This study is therefore important for academia and the level of the manager to improve service creativity in the organizations' decision-making strategy.

Keywords: Service Innovation, Staff's Involvement, Customer's Involvement, Competitive Advantage, and Mobile Service Provider

I. INTRODUCTION

PwC's (Price Waterhouse Coopers, 2016) prediction of telecommunications developments for the next five years identifies five significant disruptions that will drive the biggest shift in telecommunications by 2020. Integration, the Internet of Things (IoT), mobility, saturation, and protection are the main disruptions. Integration is the related material contest, which continues to become cheaper and cheaper, adhering somewhat slavishly to the declining cost rule of Moore.

The cost of delivering such a service continues to fall, and competition implies that in a solid, negative feedback loop, the price keeps getting smaller and smaller. Connectivity captures an ever smaller proportion of the value chain of information, while suppliers of content, services, and goods capture ever more. By 2020, one or more big telecoms firms are expected to be purchased by a content provider. First the Internet of Things (IoT), which is an avalanche of traffic. The pro life ration of connected devices is the next big development that will affect telecommunications. By 2020, this Internet of Things would add billions if not trillions of new interconnected data sources worldwide. An astronomical increase in data volumes will be the upswing of all these devices; we will rapidly drive through Exabyte volumes and enter the realm of Zettabyt. For many years, senior executives at telecommunications companies around the world have learned that their industry is reaching a tipping point. They are advised that when it hits, their company could not survive the disruption. And yet they keep on doing company. They may well think that the message from specialists in the telecommunications industry is overblown. Telecom subscribers are frequently locked into a long-term plan; their carrier is loyal to many. Doesn't this mean that for some time the market will remain as it is?

To be sure, market upheaval always occurs more slowly than people expect, and no one can predict precisely when any given organisation will reach the moment of truth. But the time for planning is over, to judge from many developments that have roiled the telecommunications industry during the last few years. The

Malaysian mobile service providers must now select companies where the company has a competitive edge and concentrate on strategy. Even if the organization feels there are many years of life left in the current business model, it can't be certain and strategic focus will benefit no matter how far away the moment of transition is.

How have we come to the conclusion that to warrant improvement, the tipping point is near enough? By studying today's state of the industry. To a large degree, in their attempts to monetize the stream of data flowing through their networks, telecommunication companies have not succeeded. They have become more commoditized with their services. It has seriously limited their ability to reinvest in network upgrades and digital advances. Around the same time, many carriers have sought to be everything to all entities, supplying their consumers with a wider range of services. But they haven't managed to succeed at all of those programmes as a group. So now they are open to rivalry.

In Malaysia, revenues from the telecommunications industry have declined in the past three years, falling by an average of 6 percent. This is the result of increasing operating costs and losses from foreign exchange. Revenues from the local telecommunications industry reported a slight decrease of 0.03 percent to RM34.65 billion in 2017 (2016: RM34.66 billion). This was attributed to lower revenue from mobile service providers (Celcom, Maxis and Digi), which decreased collectively by 0.6% to RM21.7 billion in 2017 compared to RM21.83 billion in 2016. Intense rivalry influenced the income of mobile service providers as each offered cheaper deals to attract or retain subscribers. This benefits customers, who can choose from a variety of packages that are affordable and data-rich. Providers of services are ready to spend on further discounts and discounted packages. Overall, mobile service providers accounted for 62% of overall revenues from the telecommunications industry (2016: 63%) (MCMC, 2017).

At this crucial juncture, the management of mobile service provider need to make two separate steps at the same time. Firstly, start with the task of modernizing activities and redefine precisely what you would expect to give consumers five or 10 years from now, your competitive identity (your value proposition) for the future. It could well be that your business will look very different from today's version after going through this journey.

Research Questions

1. What are the factors of customer's involvement that affect service innovation?
2. What are the factors of staff's involvement that affect service innovation?
3. What are the service innovation critical factors in Malaysian Mobile Service Provider?
4. What are the relationship between customer's involvement, staff's involvement and service innovation in service mobile provider companies?

Research Objective

1. To identify customer's involvement factors that leads to service innovation.
2. To evaluate effects of staff involvements towards service innovation.
3. To identify service innovation critical factor in Malaysian Mobile Service Provider.
4. To analyse the relationship between customer's involvement, staff involvement and service innovation practices in Malaysian Mobile Service Provider.

II. LITERATURE REVIEW

There are primary justifications that motivate the researcher to conduct this study. First, past exploration shows that customer's involvement is the primary variable to be acknowledged in the improvement of service innovations. According to Ostrom *et al.* (2010) and Gremyr, Löfberg, & Witell (2010), both service and many manufacturing firms give attention to service innovation to achieve competitive advantage. It need turn into extremely critical to the managers of the reason customers acknowledge or do not accept the service offered (Lassar, Manolis and Lassar, 2005). Consideration and understanding elements will influence service innovation and helps mobile service provider to maintain existing customer and attract potential one.

In addition, Chen, Tsou, and Huang (2009) identified the lack of research on the relation between delivery and service innovation, despite the need to discover this topic due to the wider range of service innovation and the need to integrate downstream exercises into the innovation aspect (Lenfle and Midler, 2009). Accordingly, profit growth seemed cyclical, to the degree that it turned out to be more popular to send interests (Kindström and Kowalkowski, 2009; Lenfle and Midler, 2009).

The challenge of service innovation is not only how creative new technologies can be developed, and also how to improve and manage the effective implementation (Cadwallader *et al.*, 2010). It is highly dependent on the behavior of the workers, which is the most valuable resource in service firms, to effectively convert innovation strategy into visible results (Cadwallader *et al.*, 2010; Miles, 2005).

Via their expertise and insights gained from day-to-day interactions with customers, staff will contribute to service innovation (Karlsson *et al.*, 2014). The scope of the literature therefore explores the involvement of employees in innovation programmes that explore the acquisition of expertise and experience from front line employees. Such research focused on the point of view of the one-way data flow from staff to businesses, which neglect the nature of co-creation, namely dialogue. Interactivity between two stakeholders is the main aspect of conversation, rather than only listening to one side (Prahalad and Ramaswamy, 2004) (Prahalad and Ramaswamy, 2004).

Staff's Involvement

Measurement is the primary goal of assisting the company in improving the skills of its services and also identifying the phases of design to improve the services. Berry, Shankar, Parish, Cadwallader and Dotzel (2006) recognised that two distinctive service innovation approaches are required for an innovation model that moves any company forward towards service innovation which are innovation in the service delivery phase and innovation of new service products that meet the desires of customers. These two established approaches rely equally on the actions of employees to share information and team culture to influence the success of an organisation through service innovation (Hu *et al.*, 2009). The success of service innovation, integrated with consumer and frontline service staff information sharing, would affect the organization's revenue, costs and competitive performance (Melton and Hartline, 2013). Integrating customers, staff and partners contributes to the process of innovation opportunities that benefit the service efficiency of the company. A service provider therefore plays the most important role in encouraging and empowering workers to share expertise and also building a harmonious team culture within the company that is necessary for gaining a competitive advantage in the innovation growth process.

Customer's Involvement

Bharadwaj (2000) still ready to express that the genuine VoC strategies do not have a hypothetical establishment. In any case, different related reviews have been distributed in the writing. For instance, directed experimental reviews and recommend that NPD procedures ought to, "... democratize innovation by engaging customers". Infact, a few developers have found that experts perceived that when the needs of the customers were installed in the NPD phase, the esteem of an item ultimately increased (Barczak *et al.*, 2009). Strengthened this view when the supplier customer relationship was focused and experimentally shown that VoC helped companies make better competitive offers. VoC research seems to be particularly critical when more radical things in the portfolio are needed (Eliashberg *et al.*, 1997). Cooper's exploration (2008) has attempted to link certain strategies with the possibility of producing thoughts of achievement on a comparative sector. While the importance of VoC research is widely perceived (see for instance: Davis, 1993; Mullins and Sutherland, 1998; Flint, 2002; Davila *et al.*, 2006; Cooper and Dreher, 2010; and Goffin *et al.*, 2012), there is no exploration of the feasibility of VoC research techniques from an expert point of view. Nonetheless, research is underway to look at the value and implementation of various strategies.

System

Moreover, the deals with the IT "scene" through guaranteeing that product applications, stages and framework are adjusted to the operational and vital antiquities of an association (Britton, 2004). The unique partners can be bolstered in their assorted attempts by unifying the documentation of these diverse antiquities through committed methods (Whitman, Kartik Ramachandran and Vikram Ketkar, 2001). This is the situation in business systems circumstances, for example, virtual association and headquarter-backup where the overwhelming association shapes the business engineering and relationship structures. These new associations require the association, data and IT to be adjusted so as to react rapidly to evolving conditions (Versteeg and Bouwman, 2006).

Process

As stated by Weiss and Legrand (2011), imaginative association carries out every practice and procedure over precise and economical lifestyle. A situated of huge numbers structures and segments need to be incorporated in side an imaginative association will create new result such as; imparted vision, compelling cooperation working, inventive climate, service and suitable structure, and outside elements. The principle trademark of such an association will be a Cross-Functional less group (CFT). It coordinates people in the least phases of the innovation procedure starting with upstream wellsprings of supply chain and downstream shoppers for example, marketing, operation, engineering, mankind's resource, and fund utilitarian regions (Roy & Sivakumar, 2010).

High execution group worth of effort increments the level for ticket generation, profit execution and triumph about any association at the same time without successful teams, improvement will be of a low level from claiming execution (Weiss & Legrand, 2011).

Toivonen & Tuominen (2009) accentuate that as opposed to continuously the after effect of organized tasks which are conveyed out differentiate starting with ordinary operations, service innovation techniques as a rule interlinked with the real service conveyance procedure and the supplier customer interface. This implies that innovation forms within service might begin in the conveyance procedure without conscious, well-formulated innovation objectives and create from an issue alternately good fortune faced by the customers contact staff in the communication with the customers. The service innovation procedure consequently relies exceptionally on the specific learning and background of the service suppliers (Koelling *et al.*, 2010).

Strategy

Past exploration doubts different sorts for innovative strategies in service organizations. Particularly it will be accentuated that service organizations shift as stated by the degree of inventiveness for their service innovation. Tidd and Hull (2003) discovered a critical distinction between service sectors related to service innovations. Together with inventive methodology, new technologies, advertise developments, and innovation ventures would review and recognized to match suitably with the organization's objectives toward creating an improvement method for Rapid, Reiterative, and Redevelopment (RRR), organizations oblige on get a greater amount of information starting with consumers, markets, technology, regulation, competition, and suppliers and scope of the objectives (Tidd and Hull, 2003).

The way to gain competitive advantage for businesses is to develop a competitive strategy that is compatible with developments in the sector of the business and relevant to the resources and skills of the company that can be accomplished by innovation (Porter, 2006). This approach supported by Tidd & Bessant (2009) by leads to repeat the procedure cycle, significant upgrades on existing results are constructed on empower the organization to convey quality and fabricate competitive advantage.

Service innovation which implies vital and strategy issues were turning into pertinent research area within service firms (Toivonen & Tuominen, 2009; Gallouj & Windrum, 2009; and den Hertog *et al.*, 2010;). Past exploration worries different sorts for inventive methodologies in service organizations. Particularly, it is accentuated that service organizations fluctuate as stated by the level for inventiveness and the service improvement. Van Riel *et al.* (2004) give confirmation that a methodology described by market introduction contributes as an inner accomplishment element for service improvement. This entails nurturing an authoritative environmental that favours majority of the data imparting and data gathering over connection to the costumers and their necessities.

Service Innovations

Late innovations in step advises by providing a "service-dominant rationale" to past the element service refinement (Vargo & Lusch, 2004, Lusch *et al.*, 2007). Taking a gander at examples about inventive conduct in

service firms, Oke (2007) found that service innovations would accentuated with only the tip of the iceberg in the telecommunications and monetary divisions. In conjunction with service innovation, there is a well-established innovation management model developed by Tidd, Bessant, and Pavitt (2001) and modified by Tidd and Bessant (2009) which is known as “SPOTS” model. The SPOTS model consists of five elements; Process, Organization, Systems, Strategy and Tools/Technology. This model simultaneously integrates all capacities inside the organization to decrease time taken to create and propel another result effectively. These five elements cover technological and service innovation, incremental and radical innovation. Thus, contribute competitive advantage to the service firms.

III. RESEARCH FRAMEWORK

After assessing the conceptual and theoretical context of previous studies, the study's research framework work is structured to explore the direct ties between delegation of authority, decision-making, organisational functionality, and the relative impact of the performance of employees between delegation of authority relationship and decision-making.

The framework of this study is shown as below:

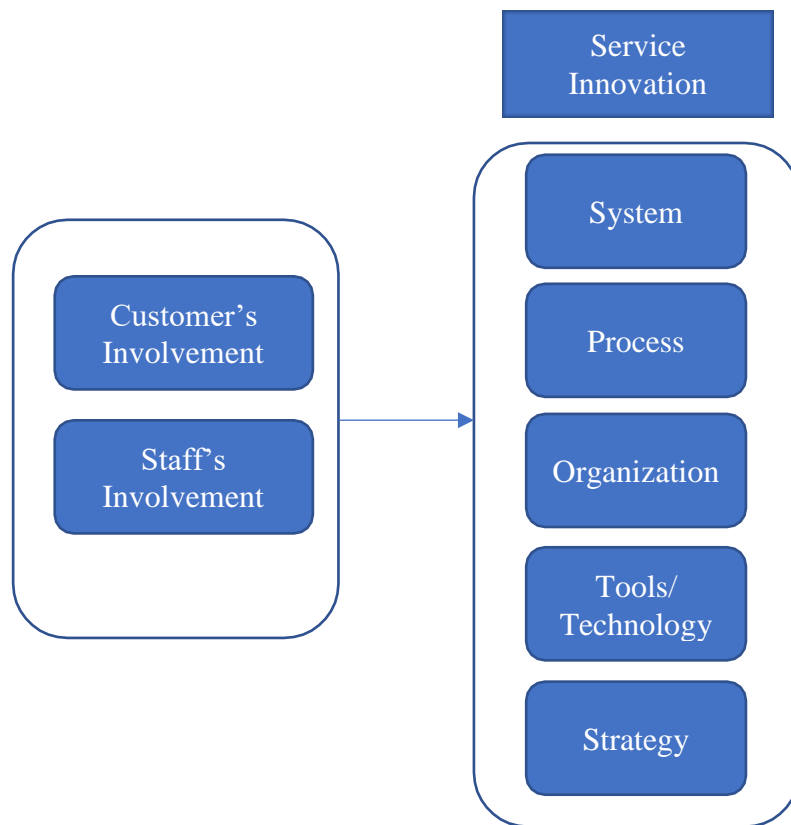


Figure 1: Theoretical Framework Relationship between Customer's Involvement, Staff Involvement and Service Innovation (Tidd and Hull, 2003), (Wilden et al., 2013) & (Tidd & Bessant, 2009)

IV. DEVELOPMENT RESEARCH METHODOLOGY

This research involved 4 major service mobile providers in Malaysia which are Celcom, U Mobile, Maxis and Digi. The companies were selected because they offered full services and their customers are geographically scattered all over Malaysia. Since the four organizations have versatile services, the information was gathered

from the home office organizations that involve two major states which are Kuala Lumpur and Selangor. The sample reflects a diverse set of mobile service provider industry's population. The extensive variety for number expands the overview of the research discoveries.

This section has examined and legitimized the exploration configuration approach utilized in this review. A qualitative approach utilizing a case study was utilized to affirm a hypothetical model and test the proposed theories. Thusly, the unit of analysis in this review is organization which is manager level as representative of organization that involve four prominent companies of mobile service provider.

This part has likewise sketched out the techniques followed in gathering the information, with thought given to augmenting its unwavering quality and legitimacy. Instrument innovation used existing scales and measures wherever conceivable. Be that as it may, since measures exist for a few builds, scales were produced and tried particularly for this review.

Nvivo 12.0, other information analysis and procedures were discussed. Thus, of the multifaceted nature of the exploration commendable with variable factors, pilot study and Nvivo approach was chosen to test the examination model and study theories.

It will be evaluated, processed and translated into usable information after the data has been obtained from the questionnaire. The findings were supposed to achieve the study's goal. In addition, it is possible to draw a conclusion. The key goals of data analysis are to elaborate and respond to the hypothesis that this study is forming. As mentioned earlier, this research focuses more on qualitative approaches. Qualitative approaches are used in this research on the targets to be achieved. For qualitative analysis, Nvivo version 12.0 is used to analyse the results.

We need to focus in qualitative research on counting the number of people who think or act in certain ways and need to emphasize more on understanding why people think and behave in certain ways. Without destroying complexity and context, it is good at simplifying and handling data. According to Yauch & Steudel (2003) and Creswell (2014), open-ended questioning exposes new or unforeseen phenomena and poses further problems through large and open-ended research involving a diverse and representative cross-section of affected individuals. The effect of an emergency is carefully assessed and knowledge about affected communities is rich and comprehensive. This approach also enables the views of homogenous as well as diverse groups of individuals to be discussed to help unpack these various viewpoints within a society.

V. RECOMMENDATIONS

The customer ceases being a co-developer during the market launch and becomes a beneficiary of the service. Nevertheless, consumer surveys provide useful details about how it is possible to develop different basic aspects of the offer. In optimization training, selected customer that participate and discuss the progress with the production team. The study of complaints is another valuable method for improving services. The service package must define the modules which make up the customer's bid. Core modules should better meet unique consumer requirements and should be able to be sold separately. Participants must specify precisely what they feel the service bundle does and does not belong to them. For instance, they need to explain what assistance is required in the next phase and prepare their employees for the related new tasks. The contribution of services to the overall offering will grow in the future. This does not only refer to the service sector, but also to efficiency. The way businesses create and deliver services will continue to change over the next couple of years, especially through new information and mobile service provider technologies.

VI. CONCLUSIONS

The growth of service innovation is an opportunity to reduce the decrease in core market prices. However, this only happens if the latest products are not pure business expenses or sales punchlines, but create a real increase in consumer satisfaction. The timely fulfilment of essential tasks should ensure an organised new process of service creation. Businesses applying such a systemic strategy have been able to dramatically reduce construction costs and improve service quality. The contribution of services to total offerings will grow in the future. This not only refers to service, but also to production. Over the next few years new information and communication technology will transform the way businesses grow and deliver services. Therefore, wider technological bandwidths enhance connectivity efficiency and allow the use of IT-enabled social networks. Such developments can provide consumers with a sense of social proximity. More business facilities, with modern means of communication, are going to lower operation cost nations. Global rivalry

within the service sector has only recently started. Multinational corporations with large service portfolios perform well in order to regularly review their offerings and handle service innovation. It is important to internalise and implement the recommendations in this paper on imitation stability, innovation processes, organisational anchorage, and resource allocation. Only this will allow them to intensify their innovation in service and establish themselves in the markets successfully.

REFERENCES

1. Barczak, G., Griffin, A., & Kahn, K. B. (2009). Perspective: trends and drivers of success in NPD practices: results of the 2003 PDMA best practices study. *Journal of product innovation management*, 26(1), 3-23.
2. Berry, L. L., Shankar, V., Parish, J. T., Cadwallader, S., & Dotzel, T. (2006). Creating new markets through service innovation. *MIT Sloan Management Review*, 47(2), 56-63.
3. Bharadwaj, Anandhi S. (2000). A Resource-based perspective on information technology capability and firm performance: An empirical investigation. *MIS Quarterly*, 24(1): 169-96
4. Britton, C., Bye, P. (2004). *IT Architectures and Middleware*. Boston: Addison-Wesley.
5. Cadwallader, S. Jarvis, C. Bitner, M. and Ostrom, A. (2010). Frontline employee motivation to participate in service innovation implementation. *Journal of Academy of Marketing Science*. 38(2), 219-239.
6. Chen, J. S., Tsou, H. T., & Huang, A. Y. H. (2009). Service delivery innovation antecedents and impact on firm performance. *Journal of Service Research*, 12(1), 36-55.
7. Cooper, R. G. (2008). The stage-gate idea-to-launch process-update, what's new and NexGen systems. *Journal of Product Innovation Management*, 25(3), 213-232.
8. Cooper, R., & Dreher, A. (2010). Voice-of-Customer Methods: What is the Best Source of New- Products Ideas? *Marketing Management*, 19 (4): 38-43.
9. Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches* (4th ed.). London: Sage Publications Ltd
10. Davila, T., Epstein, M. J., Shelton, R. D. (2006). *Making Innovation Work, How to Manage It, Measure It, And Profit From It*. Upper Saddle River, N.J., Wharton School.
11. Davis, R. E. (1993). From experience: The role of market research in the development of new consumer products. *Journal of product innovation management*, 10(4), 309-317.
12. den Hertog, P., van der Aa, W., & de Jong, M. W. (2010). Capabilities for managing service innovation: towards a conceptual framework. *Journal of Service Management*, 21(4), 490-514.
13. Eliashberg, J., Lilien, G. L., Rao, V. R. (1997). *Minimizing Technological Oversights: A Marketing Research Perspective*. In: Garud, R., Nayyar, P. R., Shapira, Z. B. ed. *Technological Innovation*. Cambridge University Press. pp. 214-232.
14. Flint, D. J., (2002). Compressing New Product Success-to- Success cycle time. Deep Customer Value Understanding and Idea Generation. *Industrial Marketing Management*, 31, 305-315.
15. Gallouj, F., & Windrum, P. (2009). Services and services innovation. *Journal of Evolutionary Economics*, 19(2), 141-148.
16. Goffin, K., Varnes, J. C., van der Hoven, C., Koners U., (2012). *Beyond the Voice of the Customer*.
17. Ethnographic Market Research. *Research Technology Management*, July-August,
18. Gremyr, I., Löfberg, N., & Witell, L. (2010). Service innovations in manufacturing firms. *Managing Service Quality*, 20(2), 161-175.
19. Hu, H.-H. (Sunny), Kandampully, J., & Juwaheer, T. D. (2009). Relationships and impacts of service quality, perceived value, customer satisfaction, and image: An empirical study. *The Service Industries Journal*, 29(2), 111-125.
20. Karlsson, J., Skålen, P. and Sundström, E. (2014), "How frontline employees nurture service innovation through co-creation with their customers", in Fuglsang, L., Rønning, R. and Enquist, B. (Eds.), *Framing innovation in public sector services*, Taylor & Francis, New York, NY, pp. 18.
21. Kindström, D., & Kowalkowski, C. (2009). Development of industrial service offerings. A process framework. *Journal of Service Management*, 20(2), 156-172.
22. Koelling, M., Neyer, A. K. and Moeslein, K. M. (2010), "Strategies towards innovative services: findings from the German service landscape", *Service Industries Journal*, Vol. 30 No. 4, pp. 609- 20
23. Lassar, W. M., Manolis, C., & Lassar, S. S. (2005). The relationship between consumer innovativeness, personal characteristics, and online banking adoption. *International Journal of Bank Marketing*, 23(2), 176-199.

25. Lenfle, S., & Midler, C. (2009). The launch of innovative product-related services: Lessons from automotive telematics. *Research Policy*, 38(1),156–169.
26. Lenfle, S., & Midler, C. (2009). The launch of innovative product-related services: Lessons from automotive telematics. *Research Policy*, 38(1),156–169.
27. Lusch, R. F., Vargo, S. L., & O'Brien, M. (2007). Competing through service: Insights from service-dominant logic. *Journal of retailing*, 83(1), 5-18.
28. MCMC (2017). Industry Performance Report 2017. Retrieved from <https://www.mcmc.gov.my/en/resources/industry/industry-performance-report>
29. Melton, H. L., & Hartline, M. D. (2013). Employee collaboration, learning orientation and new service development performance. *Journal of Service Research*, 16, 67-81.
30. Miles, I. (2005). Innovation in services. The Oxford handbook of innovation (Vol. 16) Oxford: Oxford University Press.
31. Mullins, J.W., & Sutherland, D.J. (1998). New product development in rapidly changing markets: an exploratory study. *Journal of product innovation management*, 15(3), 224-236.
32. Oke, A. (2007). Innovation types and innovation management practices in service companies. *International Journal of Operations & Production Management*, 27(6), 564-
33. Ostrom, A.L., Bitner, M.J., Brown, S.W., Burkhard, K.A., Goul, M., Smith-Daniels, V., Demirkan, H., & Rabinovich, E. (2010). Moving forward and making a difference: Research priorities for the science of service. *Journal of Service Research*, 13(1), 4–36.
34. Porter, M. E. (2006). How competitive forces shape strategy. *Strategic Planning: Readings*, 102- 117.
35. Prahalad, C. K., & Ramaswamy, V. (2004). Co-creating unique value with customers. *Strategy & Leadership*, 32(3), 4–9
36. Price Waterhouse Coopers (2016). Streaming the future. Retrieved from <s://www.pwc.se/sv/pdf-reports/streaming-the-future-february-2016.pdf>
37. Roy, S., & Sivakumar, K. (2010). Innovation generation in upstream and downstream business relationships. *Journal of business research*, 63(12), 1356-1363.
38. Tidd, & Hull, F. (2003). *The Organization of New Service Development in the USA and UK*. In J. Tidd & F. Hull (Eds.), *Service Innovation; Organization Responses to Technological Opportunities & Market Imperatives* (Vol. 9, pp. 137-174): Imperial College Press.
39. Tidd, J., & Bessant, J. (2009). *Managing innovation: Integrating technological, market and organizational change* (4th ed.). West Sussex, England: Wiley.
40. Tidd, J., Bessant, J., & Pavitt, K. (2001). Innovation Management in Context: Environment. *Organization and performance International Journal of Management Reviews* 587.
41. Toivonen, M., & Tuominen, T. (2009). Emergence of innovations in services. *Service Industries Journal*, 29(7), 887–902.
42. van Riel, A. C. R., & Lievens, A. (2004). New service development in high tech sectors: A decision-making perspective. *International Journal of Service Industry Management*, 15(1), 72–101.
43. Vargo, S.L., & Lusch, R.F. (2004). Evolving to a new dominant logic for marketing. *Journal of Marketing*, 68(January), 1–17.
44. Versteeg, G., & Bouwman, H. (2006). Business architecture: A new paradigm to relate business strategy to ICT. *Information Systems Frontiers*, 8(2), 91-102.
45. Weiss, D.S., & Legrand, C. (2011). *Innovative Intelligence: The Art and Practice of Leading Sustainable Innovation in Your Organization*: Wiley.
46. Weiss, D.S., & Legrand, C. (2011). *Innovative Intelligence: The Art and Practice of Leading Sustainable Innovation in Your Organization*: Wiley.
47. Whitman, L., Ramachandran, K., & Ketkar, V. (2001, December). *A taxonomy of a living model of the enterprise*. In Proceedings of the 33rd conference on Winter simulation (pp. 848-855). IEEE Computer Society.
48. Yauch, C. A. and Steudel, H. J. (2003) Complementary Use of Qualitative and Quantitative Cultural Assessment Methods, *Organizational Research Methods*, Vol. 6, No. 4, pp. 465-481.
49. Wilden, R., Gudergan, S., Nielsen, B. B., & Lings, I. (2013). Dynamic capabilities and performance: strategy, structure and environment. *Long Range Planning*, 46, 72–96.