



Services Innovation: Knowledge Transfer and the Supply Chain

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Introduction

- In response to the growth in service industries, there's been an increase of interest in what has been termed **services science and innovation**
- **Services science** embodies a multi-disciplinary approach: science, engineering and management
- A sub-set of services science is **services innovation** – which deals not so much with the end product, but rather with the support, development and delivery of services.
- This presentation provides a brief overview of services science and innovation.



Services science and innovation: A new way forward

- Services science aims to harness the power of science and engineering in order to support knowledge workers within complex environments
- The way to support them is:
 - through knowledge centered technological architectures and solutions
 - by ensuring that they are managed towards maintaining and developing knowledge driven value add



Services science and innovation: A new way forward

- By focusing science, engineering and management on exchanges both inside and outside the enterprise the intention is:
 - to encourage more effective and efficient interaction
 - to foster proactive dialogue and cooperation in a service exchange, which requires the collaboration of both parties prior to, during and following the exchange.



Services science and innovation: A new way forward

- Supply chain exchanges involve varying degrees of complexity; the transfer of knowledge being the most complex.
- This transfer influences operational effectiveness as well as the ability of the chain to grow and innovate.



Services innovation within complex supply chains

- Within a supply chain, any individual or partner is capable of contributing with suggestions or innovations
- Such workers are known as knowledge workers
- In order to fully exploit the innovative potential within such complex environments there are 3 issues that need to be addressed



Services innovation within complex supply chains

1. how best to support the knowledge worker?
 - service orientated companies strive to provide service management support systems that will engage with the worker and release his full potential



Services innovation within complex supply chains

2. how best to engage with the knowledge worker?
 - organizations have to find means of engaging in a meaningful manner with these workers
 - the change and knowledge transfer must be managed in an integrated and inclusive manner



Services innovation within complex supply chains

3. how best to align interests?

- knowledge workers often operate from home or remote, but no matter the location they must be fully engaged in the design of support systems
- they no longer stay with their employers for life, careers are made by moving not staying (how does one attract, retain and manage knowledge if it doesn't stand still?)
- knowledge is security and power; is it always in ones interest to share?



CSIRN: the rationale

- As noted earlier, services science aims to combine:
 - fundamental science and engineering theories, models and applications
 - facets of the management field, particularly knowledge, supply chain and change management

in order to enhance and advance service innovation.



CSIRN: the rationale

- Complex Service Innovation Research Network
- its aim:
 - is to further understand the knowledge transfer challenges within complex supply chains
 - overcome the barriers to services innovations and enhancing E2E performance
- it will build upon ongoing knowledge and change management research related to supply chain complexity to investigate how best to foster innovation and growth from a services perspective.

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Conclusions

- Services science offers at least the foundations of a new way of engaging with knowledge workers and service deliverers.
- To maintain a competitive edge in high cost base economies we have to consider how we create and build on knowledge.