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Valorisation Addendum

Knowledge Valorisation

In order to disseminate the research beyond academic boarders and make it more accessible for other audiences, doctoral dissertations at Maastricht University include an addendum of valorisation. As stated in Appendix 4, Article 22, of the Regulation Governing the Attainment of Doctoral Degrees, this knowledge valorisation refers to the "process of creating value from knowledge, by making knowledge suitable and/or available for social (and/or economic) use and by making knowledge suitable for translation into competitive products, services, processes and new commercial activities" (Waardevol: Indicatoren voor Valorisatie report by the National Valorisation Committee, 2011, p. 8). In this dissertation's addendum, I thus outline how knowledge valorisation was pursued and discuss the relevance of the newly generated knowledge for other stakeholders, such as service managers, service designers, policy makers, educators, and society at large.

Knowledge Valorisation Pursuit

Generating new knowledge applicable for different audiences was encapsulated in the interwoven academic and practical elements of my Ph.D. position, which included being an Early Stage Researcher in the Service Design for Innovation Network (SDIN), a Marie Curie training network funded by the European Union's Horizon 2020 Research and Innovation Programme. The objective of SDIN was to create agents of change that leapfrog service innovation in European organisations through service design. SDIN held bi-annual meetings with academic and non-academic partners, which shaped the practical and academic relevance of this dissertation's research. My specific position at SDIN involved being employed by the Köln International School of Design in Germany and being enrolled at the School of Business and Economics at Maastricht University in the Netherlands. Besides these interdisciplinary academic affiliations, I engaged in a substantial amount of non-academic training through two almost five-months-long research visits at the Service Design Network (SDN) in Cologne, Germany and Patient Innovation in Lisbon, Portugal. Both secondments significantly broaden the applicability of my research for different audiences. Being at the headquarters of the international SDN, strengthened my understanding of the importance of service design for services co-creation and the way designers leverage service design as a process, a toolbox, and a mind-set. The visit at the non-profit platform Patient Innovation allowed me to explore how patients and caregivers use co-creation in the development of innovations, fuelling institutional transformation towards people-centred care in the process.

Besides being located at interdisciplinary, international, and innovative organisations throughout my Ph.D., I disseminated my research to different audiences by publishing in academic journals (e.g., *Journal of Service Management*, *International Journal of Bank Marketing*) and non-academic journals (e.g., *Touchpoint*). As Table C.2 illustrates, I presented the research findings at various international academic- and practitioner-oriented events,

which supported me to establish feedback loops, evolving this research by taking different perspectives into account.

Knowledge Valorisation Content

Chapter 1. Amid the complexity of leveraging co-creation efforts in practice, this chapter provides important implications for service managers, service designers, and people participating in co-creation efforts by reviewing and clarifying the conceptual properties, forms, and outcomes of the concept of co-creating services. First, the conceptual pluralism surrounding co-creating services leaves practitioners wondering about its practical relevance. Through integrative work, this chapter generates a less abstract understanding of co-creation by connecting it to topics that are more familiar than "value," such as the phases of the service process and the experience-centric typology of outcomes. By providing industry practices for different co-creation forms, this chapter shows that co-creation may take place in earlier phases of the service process (regenerative co-creation) or in later phases (operative co-creation). Practitioners can leverage co-creation to find new ideas through idea crowdsourcing or by involving lead users in early stages of the service process. Co-creation workshops are a great way to co-design solutions that improve the service experience; for instance, DHL invites selected stakeholders to participate in co-creation workshops, which have resulted in innovative solutions such as the Parcelcopter, a drone enabling rapid parcel delivery. Open

Table VA.1. Exemplary academic- and practitioner-oriented events

Exemplary academic-oriented events	Exemplary practitioner-oriented events
• Presentation at the Let's Talk About Service Workshop in New York, USA (2016)	• Workshop at the Service Design Global Conference in Amsterdam, Netherlands (2016)
• Presentation at the Naples Forum on Service in Naples, Italy (2017)	• Panel member at the Service Design for Innovation Conference in Cologne, Germany (2017)
• Presentation at the International Research Symposium on Service Excellence in Management Conference in Porto, Portugal (2017)	• Seminar in collaboration with the Köln International School of Design on Service Design Basics in Cologne, Germany (2018)
• Presentations at the Service Special Interest Group Conference in Paris, France (2018)	• Workshop in collaboration with SDN on Service Design Basics in Cologne, Germany (2019)
• Presentation at the Service Design and Innovation Conference in Milan, Italy (2018)	• Presentation at the Service Design for Innovation Conference in Porto, Portugal (2019)
• Presentation at the Australia and New Zealand Marketing Conference in Adelaide, Australia (2018)	• Workshop and presentation at a Service Design and Co-Creation Event hosted on the premises of Koos Service Design together with the Dutch SDN Chapter in Amsterdam, Netherlands (2019)
• Presentation and collaboration at the Co-Creation in Service and Customer Engagement Symposium in Adelaide, Australia (2018)	• Panel member at the Bauhaus 4.0 meets Service & Interaction Design event organised by the Deutscher Designtag in Bremen, Germany (2019)

service innovation enables firms to co-test their solutions, and services can be co-launched by sharing responsibility for advertising with customers. In later stages of the service process, practitioners can encourage co-creation through co-producing experiences (i.e., IKEA co-producing family living by guiding its customers to assemble their own furniture) or co-consuming an experience in brand communities (i.e., Harley-Davidson interacting with its customers in the Harley Owners Group, HOG). By evaluating the desired co-creation outcomes, practitioners can understand in which phase(s) of the service process to encourage co-creation efforts. For instance, co-creation in very early phases of the service process can lead to novel ideas, in somewhat later phases it helps to innovate service experiences, subsequently it may be used to validate and refine service concepts, while towards the end it supports service delivery and consumption. Second, Chapter 1 develops a typology of the potential beneficial and counterproductive outcomes following co-creating services. This typology provides service managers and service designers with an important rationale to garner top-level management support for their co-creation endeavours due to the beneficial outcomes following co-creation. Practitioners seeking to co-create may emphasise a better provider image following co-creation, increased job satisfaction, the potential for improving contract retention of customers, or accelerated market performance and service quality performance. Additionally, the findings of this chapter help practitioners in their search for appropriate incentives for the people participating in co-creation efforts. For instance, service managers may encourage customers' participation and engagement in co-creation efforts by highlighting either the recognition customers can get from co-creating, the personal enjoyment, or the monetary compensation. At the same time, the typology raises awareness for the counterproductive outcomes, for which service managers and policy makers may need to install appropriate strategies. Co-creation efforts can require clarification and service protection to diffuse uncertainty about service ownership, or they may need additional practices to reduce employees' job stress, role conflict, and perceived workload.

Chapter 2. While practitioners generally praise co-creation efforts, the reality is that only very few users are willing to be engaged in services co-creation. This chapter provides practitioners with important implications for designing the co-creation activity, inviting participants, and encouraging them to engage in co-creation. To do so, it explores the drivers of co-creation behaviours and engagement of "normal" users, that is, non-lead users. Scenario-based experiments with 633 participants evidence that users' personality traits and demographics, such as age and gender, influence their behaviours during co-creation. Interactive research workshops with 38 design professionals further confirm that users' co-creation engagement is affected by their personality traits and demographics. Service managers and service designers need to take these insights into account when designing co-creation activities. If a co-creation activity seeks to involve participants that are generally more challenging to engage in co-creation efforts, such as older men who are highly extraverted and exhibit dominant behaviours, it should be explicitly designed to encourage favourable behaviours and engagement of this target group. This can be done by allowing more time for task introduction or integrating quick

activities that encourage teamwork. Second, while this chapter suggests that users' co-creation engagement is dependent on the participating party, it is further reliant on the facilitating party guiding the co-creation activity, which could be a service manager or service designer. This is an important finding that necessitates practitioners to devote close attention to the factors that they control, such as the purpose of the context or whether employees receive training for facilitating co-creation. The physical and psychological environment of the co-creation activity should be designed to encourage a conducive and safe space to co-create, which practitioners can achieve by encouraging teamwork, ensuring that every voice is heard, reducing hierarchical thinking, and building an atmosphere that is playful, but not childish. Additionally, this chapter holds a substantial economic consequence pertaining to the costly nature of identifying, recruiting, and motivating potential collaborators for co-creation. Service managers and service designers can leverage the newly developed typology of personas and anti-personas to identify and select users with a high likelihood to co-create based on their traits and demographics. For instance, the "enthusiastic people-connector" or "empowering leader" are users possessing attributes that make them likely to co-create, such as being social and empathic, preferring teamwork over individual work, and empowering and triggering enthusiasm in others. On the other hand, the "forthright authority" or "number-crunching corporate" represent users that are less likely to engage in co-creation due to their tendencies to be dominant, clarity-needing, generally more close-minded, and focused on facts and details. Deliberately choosing participants and formulating attractive value propositions for them can increase the chances that they will be actively engaged in the co-creation activity and display favourable behaviours, fostering successful co-creation outcomes.

Chapter 3. I would like to demonstrate this chapter's value by asking the following question:

> *"Imagine you are travelling through the hospital in a wheelchair as part of a service design activity. Does this really help you understand what the experience is like for patients, who use a wheelchair every day, possibly for the rest of their lives?"*

Most people that I have asked this question have suggested that this activity would help them empathise with the patients, but not ensure that they truly understand the patients' experience. To innovate services that are a close match with people's needs, it is essential to integrate their lived experience. By zooming in on how to integrate people's lived experience through co-creation in healthcare innovation, the third chapter provides implications for practitioners, policy makers, educators, and society at large. Based on 23 phenomenological interviews with patients, family caregivers, designers, and healthcare professionals, this research suggests six tensions and seven strategies for integrating people's lived experience through co-creation in healthcare innovation. On a micro-level, these findings guide practitioners regarding the possible implications of the strategies they employ during co-creation amid complex healthcare dynamics. For instance, the "simulating" strategy replicates the lived experience of others through activities such as role-playing a situation, and the "presencing" strategy

uses empathy and knowledge from second-hand experience to represent others. While both strategies are viable approaches when people with first-hand experience are not available, the recruitment is overly costly, or the process is too time-consuming, they run the risk of falsely representing people's lived experience. On the other hand, "allying" is a long-term strategy that enables continuous partnerships, such as when someone with first-hand knowledge participates throughout the course of a healthcare innovation project that is steered by a designer. Although this strategy allows for truly integrating people's lived experience through continuous sharing, it can be slow, resource consuming, and is still influenced by power dynamics inherent in the partnership. Raising awareness of the interacting tensions of integrating lived experience is essential for supporting genuine services co-creation that goes beyond tokenistic approaches and avoids a participation façade. On a macro-level, the insights contribute to the transformation of healthcare systems towards people-centred care. The World Health Organization has been advocating for integrated people-centred health services for decades, however progress has been slow. Unveiling the underlying dynamics of integrating people's lived experience helps explain the limitations of existing co-creation initiatives in healthcare innovation. This knowledge can inform policy makers and educators in establishing more conducive practices that reduce power imbalances and allow for multi-directional communication, fostering genuine services co-creation between patients, caregivers, healthcare professionals, and other actors, and ultimately contributing to the institutional change towards people-centred care.

Chapter 4. In practice, innovating and launching services generally receives much more attention than the post-adoption phase of these services. However, economic profits from services are often made in the phase after the initial adoption decision, when users continuously engage with different features of the service and build a long-term relationship to the service provider. Chapter 4 offers several implications by developing and testing a post-adoption model of a co-creative financial service with 750 current customers of a large bank. First, this research demonstrates to service managers that the post-adoption phase of services is decisive in determining the worth of current customers and the potential to attract new customers. For instance, practitioners need to consider the dual perspective of word-of-mouth (WOM) that includes how current customers receive WOM, but also how the sending of WOM may affect potential customers. A second finding is the substantial influence of customers' age on their post-adoption behaviours. While younger customers exhibited the most favourable attitudes towards and highest intentions to continue using the examined service, older customers used it more and shared more WOM. This finding affirms the effect of demographics found in Chapter 2 and highlights to managers the importance of using different strategies for corresponding demographic profiles. For the post-adoption phase of the examined co-creative financial service, managers could incentivise customers in their 30s and 40s through loyalty programs to send WOM, because these age groups are least likely to do so. Customers in their 50s should be subject to strategies that emphasise the usefulness of the service, for instance by explaining its advantages and different functions, as this age group scored lowest on

perceived usefulness. Third, in contrast to goods, services are usually not a one-time purchase decision, but characterised by multiple exchanges. Service managers seeking to build long-term relationships with their customers are encouraged to form strategic goals to minimise customer churn, for instance by identifying and recovering dissatisfied customers and the factors influencing their intentions to discontinue using the service. The findings of Chapter 4 show that the perceived usefulness of a service, customers' attitude towards using it, and the WOM they receive, positively predict their intentions to continue using it. Therefore, these concepts should be the primary targets of service managers' efforts to reduce customer churn in the post-adoption phase of a co-creative service.

In conclusion, this dissertation advises service managers, service designers, policy makers, and educators who want to leverage co-creation efforts, to purposefully evaluate the benefits and process of co-creating services. The typology of outcomes of Chapter 1 demonstrates the benefits of co-creation for the organisation, such as a better image, increased job satisfaction, or accelerated market performance, which practitioners can use to gather organisational buy-in. People participating in co-creation efforts can be incentivised through monetary compensation, recognition, or purely by the enjoyment experienced during co-creating. However, practitioners should also prepare strategies for potential counterproductive outcomes, such as installing service protection mechanisms to diffuse uncertainty about service ownership. To determine at which stage of the service process to engage in co-creation efforts, it is recommendable to envision the desired co-creation outcomes. In very early phases of the service process, co-creation can lead to novel ideas; in somewhat later phases, it helps to innovate, validate, and refine service concepts; towards the end, it supports a smooth service delivery and a superior consumption experience. To evaluate the likelihood of participants to co-create, Chapter 2 provides insights into people's demographics and personality traits and their effects on co-creation engagement and behaviours. While some user profiles, such as the "enthusiastic people-connector," are relatively easy to engage in co-creation, users similar to the "number-crunching corporate" are more challenging to engage in co-creation and necessitate more effort, for instance through allowing more time to familiarise participants with co-creation. Besides carefully evaluating the co-creation participants, practitioners are advised to devote close attention to factors that the facilitating party controls. For example, preparing the physical facilities and creating a safe psychological space for co-creation by encouraging teamwork and building an atmosphere that is playful but not childish, are drivers of participants' co-creation engagement that can be controlled by the facilitating party. Chapter 3 identifies the contextual tensions that practitioners should be mindful of when integrating their own experience and the experience of others. It further supplies a spectrum of different strategies to integrate lived experience in healthcare innovation with varying implications. While some strategies require limited resources but risk falsely representing people's lived experience, other strategies can truly integrate people's lived experience but may be slow and resource consuming. It is important that practitioners are aware of these trade-offs to install practices and policies that foster genuine services co-creation, by reducing power

imbalances and allowing for multi-directional communication. Finally, Chapter 4 recommends the implementation of strategies for the post-adoption phase after the initial adoption decision of a co-creative service to influence the worth of current customers and the potential to attract new ones.