



Intellectual Capital for
Communities
In the Knowledge Economy

Knowledge Transfer Mechanisms Among Intermediaries in Service Business Development

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Background

- **Objective:** to identify and analyse knowledge transfer mechanisms for service business development regionally and nationally
 - Nature of knowledge and knowledge transfer in services
 - How service firms can utilise external knowledge and what intermediaries and public policies have to offer in this respect
- **Approach and data:** focus on “intermediaries” (applied research, training, development agencies, associations, KIBS) which operate between new knowledge creation and firms
 - Literature review, interviews of intermediary representatives (n=34), survey for KIBS and business development experts (n=248), four expert workshops



Innovation studies



Aalto University
BIT Research Centre



The Finnish Funding Agency for
Technology and Innovation

Earlier research by authors

- **Suvinen, N., Konttinen, J., & Nieminen, M. (2010). How Necessary are Intermediary Organizations in the Commercialization of Research? *European Planning Studies*, 18(9), 1365–1389.**
- **Smedlund, A. (2006). The Roles of Intermediaries in a Regional Knowledge System. *Journal of Intellectual Capital*, 7(2), 204-220.**
- **Pöyhönen, A., & Smedlund, A. (2004). Assessing Intellectual Capital Creation in Regional Clusters. *Journal of Intellectual Capital*, 5(3), 351-365.**
- **Smedlund, A. (2012). Value Cocreation in Service Platform Business Models. *Service Science*, 4(1), 79-88.**

Published research reports

- **Konttinen, J., Smedlund, A., Rilla, N., Kallio, K., & van der Have, R. (2011). *Knowledge Transfer in Service Business Development*. Espoo: VTT Technical Research Centre of Finland.**
 - <http://www.vtt.fi/inf/pdf/publications/2011/P776.pdf>

- **Chapter 5 in: Graß, T., Myritz, R., Oelmaier, W. (2012). *Service Innovation in Europe – Good Practice, Methods & Tools for SME. Project Management Organization at the German Aerospace Center – Work Design and Services Bonn, Germany***



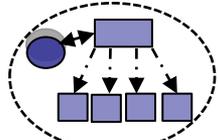
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Knowledge Transfer in Service
Business Development

Transfer mechanisms and intermediaries in
Finland



Mechanisms of knowledge transfer

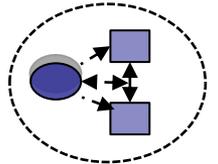


Media

Online sites and platforms, databases, case descriptions, scientific publications etc.



Examples and “good cases”, awareness-raising, identification of service business developers and partners

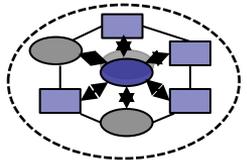


Training

Short-term or long-term training courses for professionals in services sector



Methodological and conceptual tutoring on service science and service business, but also hand-on learning and contextualization

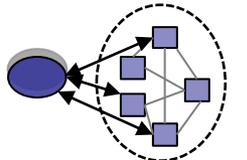


Communities

Occasional or periodic networking of larger communities of firms and intermediaries, e.g. benchmarking events, roundtables etc.



Trust building, creation of common development agendas, regional services development

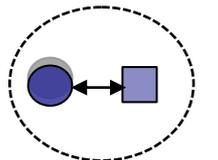


Partnerships

Facilitation of long-term cooperation between intermediaries and firms or sub-networks of firms; strategic matchmaking, joint marketing initiatives, staff exchange opportunities



Trust building, holistic development approach, co-creation of joint service products and offerings

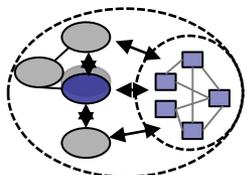


Project cooperation

Fixed-term and target-oriented services development or consulting projects



E.g. with service design, include customers/users in the project



Infrastructures and resources

Cooperative platforms and activities for strengthening resources and facilitating co-creation, e.g. living labs, joint facilities, joint recruiting opportunities etc.



Physical and/or technical platforms and test beds should enhance interaction and facilitate service design processes and co-creation between organisations

Knowledge transfer in service innovation processes

Need for contextualization and end-user involvement increases

Users

Market
knowledge on
user needs

User preferences
and feedback

Communication to
users, market
feedback, value
creation with users

**Service
firm**

Idea generation

Service idea
conceptualization

Service concept
creation

Development

Service process
creation

Service system
development

Service
organization

Commercialization

Service
implementation

**Intermediaries
and public
policies**

Support for
awareness-raising,
education, capacity
building, online
services

Support for ad-hoc and/or
stable innovation networks
and communities, co-
creation platforms, service
development methods

Support for customer-
and target oriented
development projects,
partnership networks,
user communities

Need for resources and price/unit of knowledge transfer increases

Some practical tips for enhancing KT in services

“Regions or sector with low-level of servitization – focus on awareness-raising, conceptual tutoring, facilitation of idea generation and matching with service business experts.”

“To make service firms to seek ideas and solutions which are not in their comfort zone use scientific findings, models and case examples.”

Idea generation

“Introduce mechanisms that allow both open participation, as well as closed or limited participation. The latter ones are more suitable for securing confidential development or establishment new partnerships for service delivery.”

“Find ways to ensure that knowledge which is transferred is internalized (i.e. understood and operationalized) in receiving organizations. Find ways to commit top management and whole organization in development activities.”

Development

“Use service design methods and create tangible and visible prototypes or physical artefacts of potential new service concepts and processes. This helps to grasp the idea of the new service within the staff, partners, stakeholders and customers.”

“Use quick prototyping – ‘fail often to succeed sooner’. The sooner the ideas are concrete and visible the sooner they can be disregarded or accepted for further development.”

Commercialization

“Target support activities to include also infrastructural and organizational development instead of only conceptual, business model or processes development.”

“Provide support which allows service firms to productize their service activities. It will on the other hand help firms to communicate their staff and customers about the qualities of the service but it also facilitates exchange of ideas and learning between firms.”



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Thank you!

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