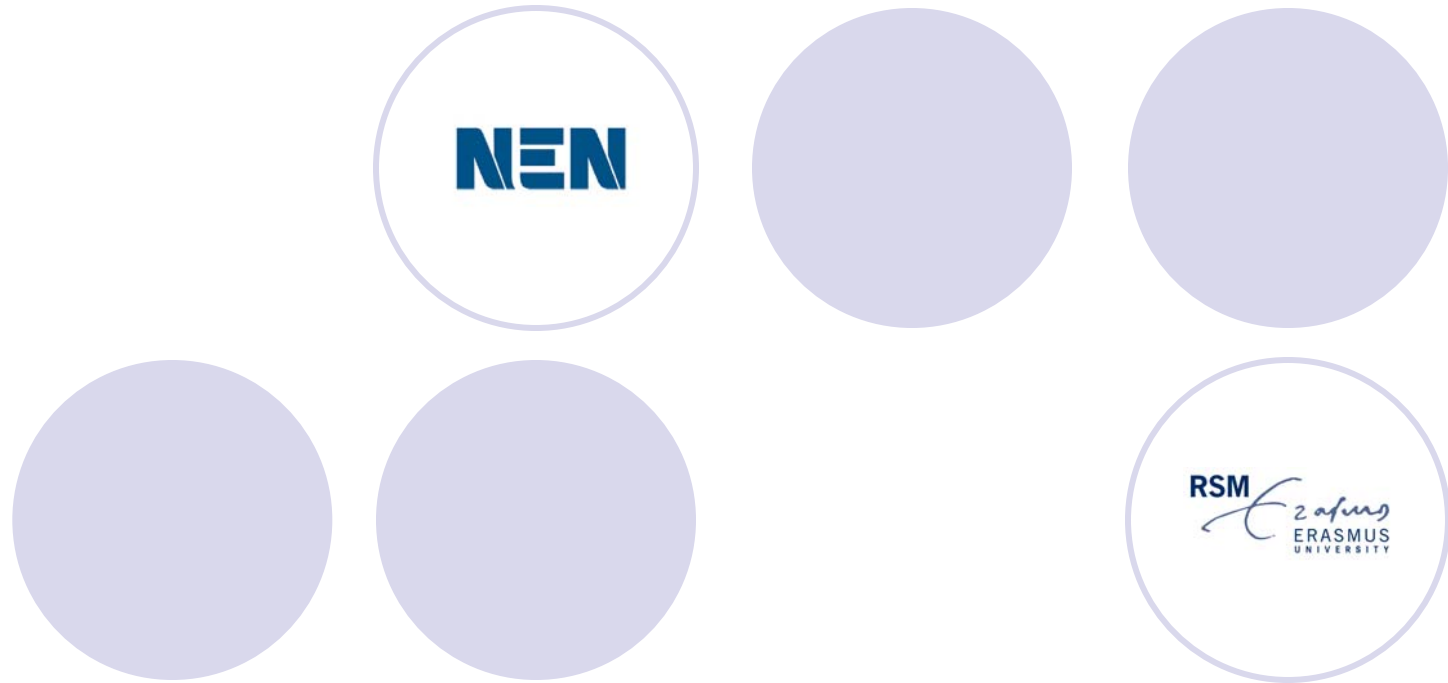
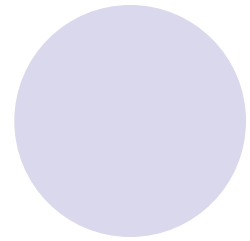
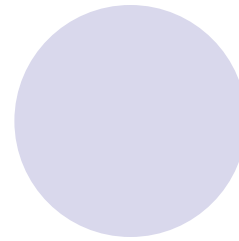
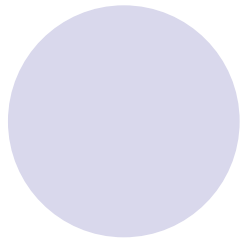


Influence of Formal Service Standardization on Service Innovation –



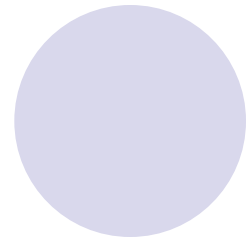
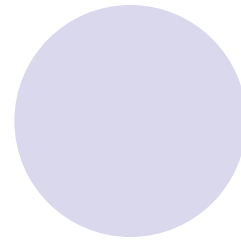
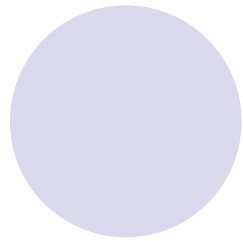
A Case Study in Facility Management



- **Common goal**

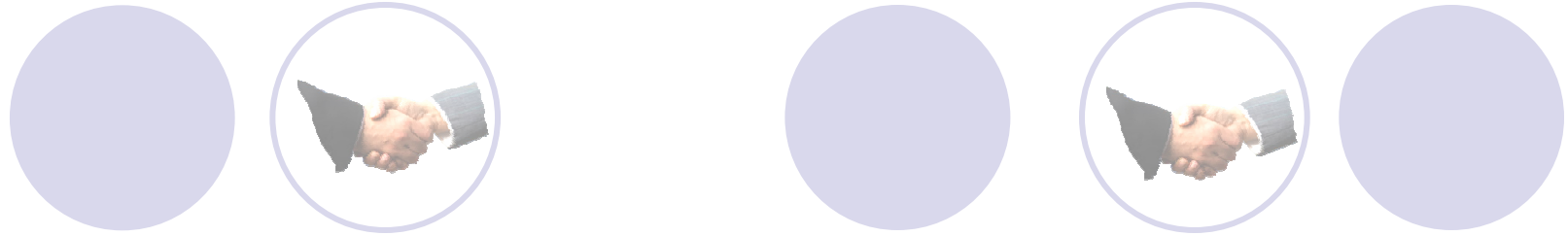
Expanding research about the influence of *formal* service standardization on service innovation





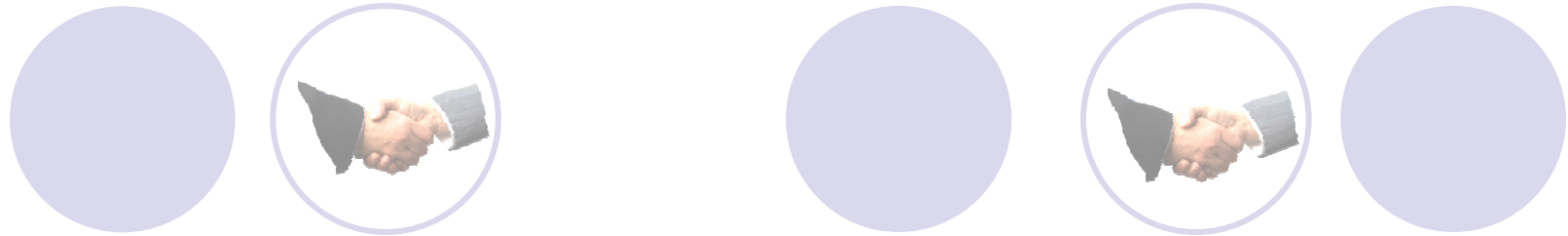
Agenda

- 1 Introduction
- 2 Methodology
- 3 Results
- 4 Conclusion



1 Introduction

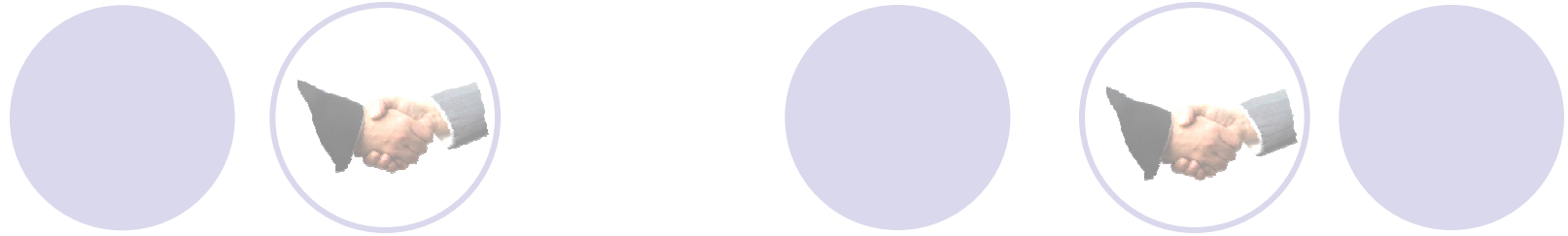
- Formal Standardization
- Innovation
- Service sector



1 Introduction

Innovation =

*Innovation is the development and implementation of a new or improved product, process, service, market, and/or organizational form aimed at achieving a **successful organizational result** and that is **new to the organization and/or its environment**, but not necessarily new to other organizations.*



1 Introduction

Research Question

How does formal service standardization influence service innovation and what is the impact of this service innovation for the organizations that use the standard and for the market in which the standard is published?

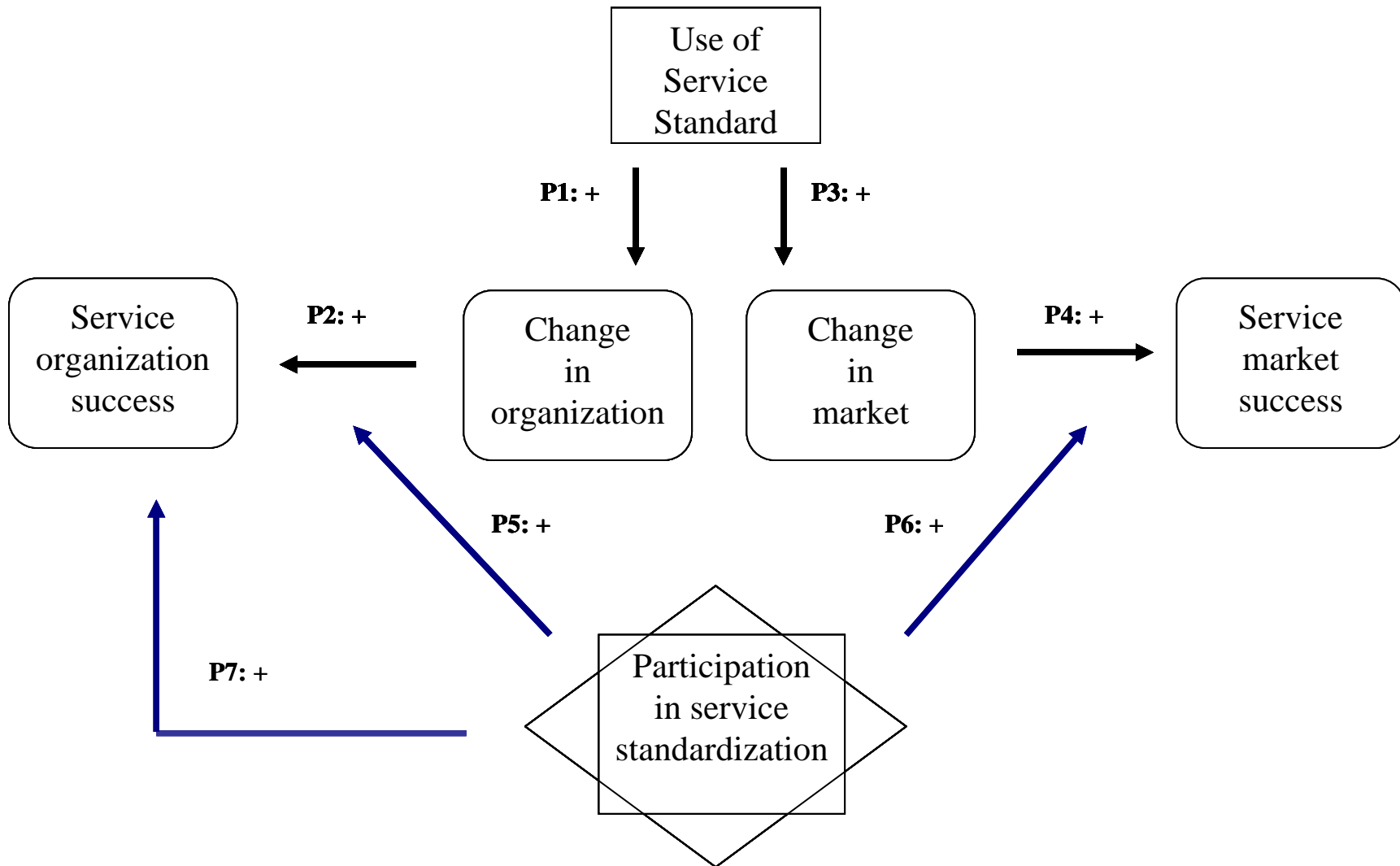


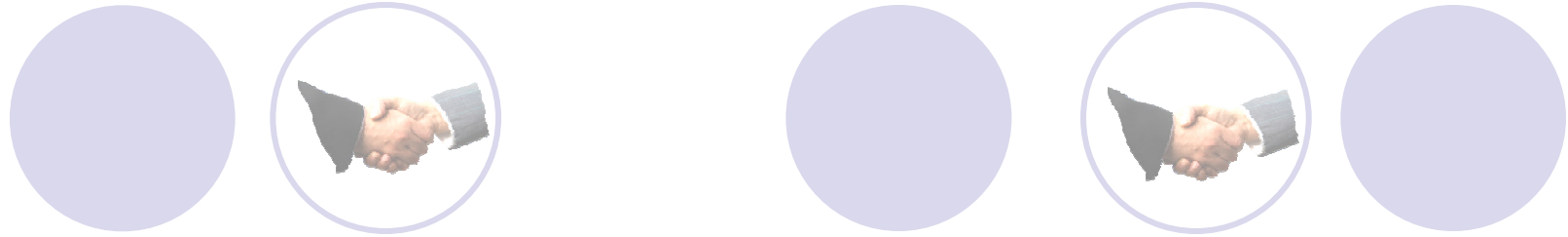
2 Methodology

Step 1

- Literature study → Conceptual model
 - Positive relationship expected (Blind, 2003)

Conceptual model



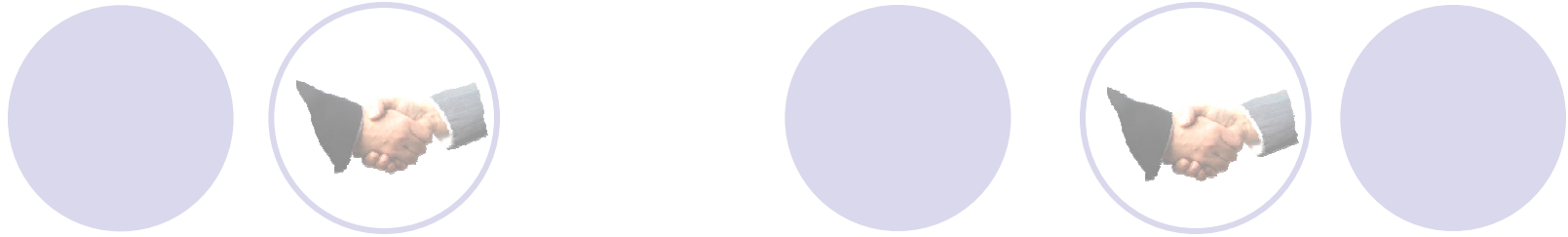


2 Methodology

- Step 2 – Case study
 - NEN 2748: *Terms of Facility Management – classification and definition*
 - **Facility Management**

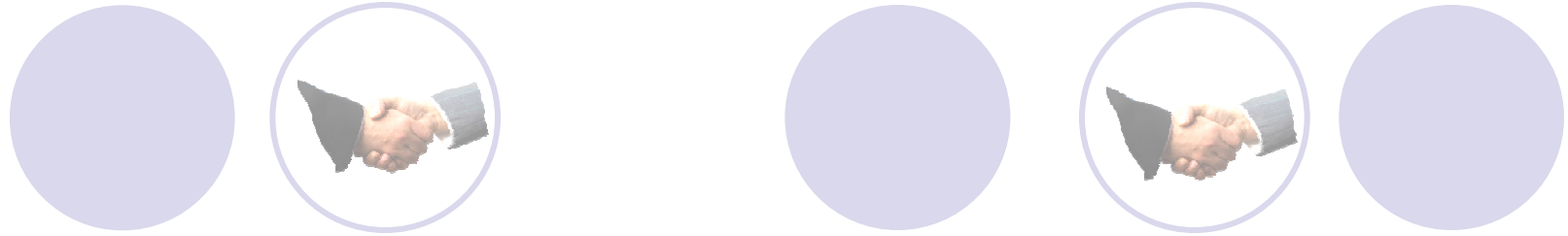
Management of supporting processes which support the primary activities of an organization

 - Examples: cleaning services, catering services, maintenance of building, ICT



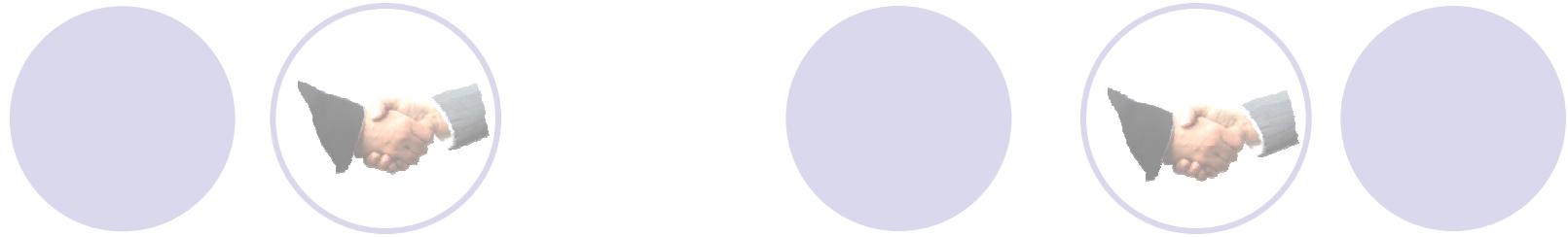
2 Methodology

- **NEN 2748:**
 - Definitions for Facility market
 - Categorization of Facility costs
- **Why this standard?**
 - Internal comparison of buildings
 - Easier trade off between outsourcing or own production
 - External comparison of facility costs through benchmarking



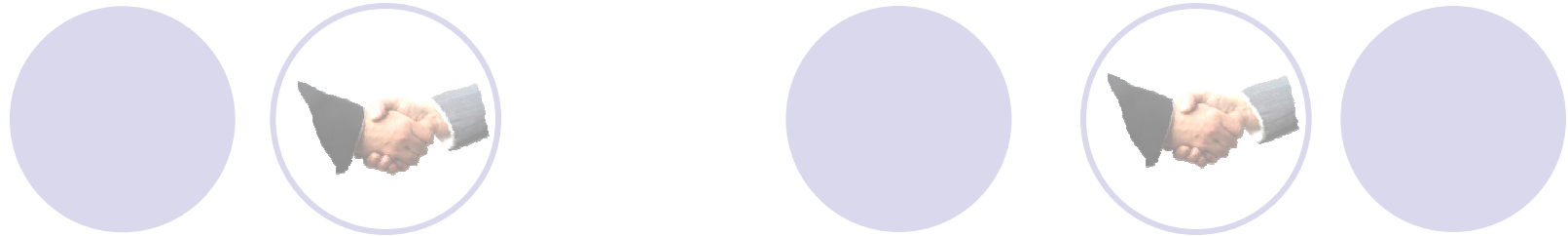
2 Methodology

- Step 3 – Testing Conceptual model
 - 15 interviews
 - Survey → 114 respondents
- Step 4 – Analyzing data



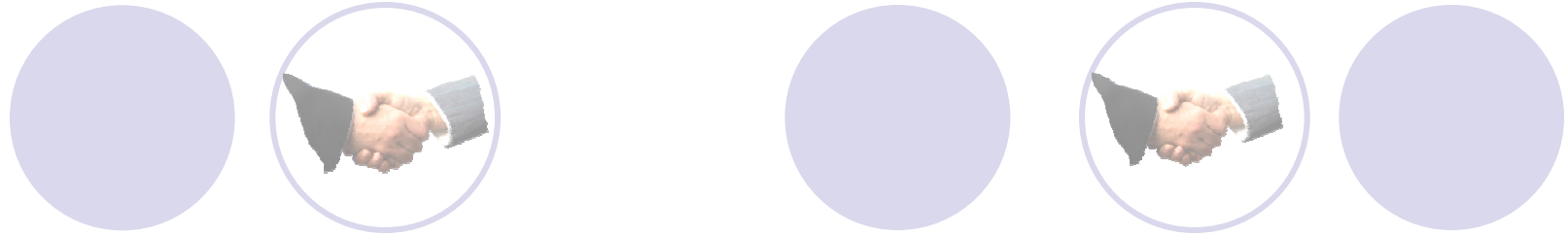
3 Results

- Standard influenced innovation in individual organizations
 - 64% of Facility organizations
 - Direct: Implementation in Financial system → Efficiency increases
 - Indirect: Benchmarking → Efficiency increases and higher performance of facilities
- Standard influenced market innovation
 - 69% of all respondents
 - Indirect: Benchmarking → Increasing market transparency



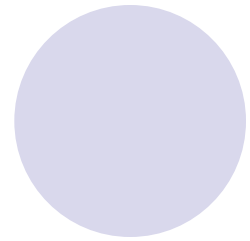
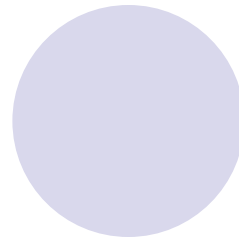
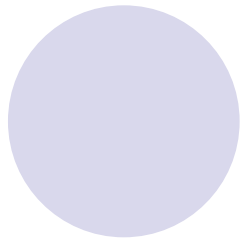
3 Results

- Influence of service standardization participation
 - Sample very small (8 respondents)
 - *More chance a standard results in innovation at standardization committee members*
 - *There is a chance service standardization participation influences market innovation*
 - *There is a chance service standardization participation directly influences service organization success*



4 Conclusion

- Empirical evidence:
Formal service standardization positively influences service innovation
- But service standards are very heterogeneous, so other types of service standards should be studied.



Thank you for your attention!

NEN Business Development

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NEN and European Facility Management standards

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