Managing service innovation: firm-level dynamic capabilities and policy options

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General information

- What is your position in your company? Please describe the focus of your activities.
- How many employees does your company have? What is the annual turnover?
- How many domestic/worldwide locations does your company have? Where are your headquarters located?
- What are your company’s primary products and services?
- What line of business are your customers in? Who are your most important customers?
- In your opinion, how dynamic are your most important markets? What do you think is your market position in comparison to your main competitors?

R&D Strategy

- Please describe the general role of new services within your company (today and in the future). How is the share of new (e.g. less than three years old) services in annual turnover?
- What do you see as service R&D and innovation? Please give examples of recent R&D activities of your company.
- What are in your opinion the main reasons for service R&D and innovation?
- How much do you spend on service R&D and innovation (share of R&D expenditures for services in annual turnover)? How do you measure the return rate of service R&D and innovation?
- What kind of impact does service R&D have on innovation and competitiveness (e.g. market share, turnover, employment)? If you have US competitors, do you see different approaches in their R&D strategy?
- To what extent is service R&D linked to other activities in your company (e.g. innovation management)?
- What were the main barriers encountered in formulating the strategy and performing service R&D and innovation in relation to other activities in your company?

R&D Function

- How is service R&D and innovation organised in your company. Do you have a special R&D and innovation function? What organizational units are involved in your service R&D and innovation? How many researchers are involved in your service R&D and
innovation (# persons, # persons holding a doctor’s degree, # assistants)?

- What does your service R&D and innovation process look like? To what extent is the process formalised?
- How are decisions about service R&D and innovation organized (e.g. main responsibilities, facilitators)?
- Please describe the qualifications of your service R&D and innovation staff. What kind of special training do they get?

**R&D Cooperation**

- To what extent is your service R&D and innovation linked (formal partnership or just source of information) to other companies (e.g. customers, suppliers, consultants)? Please describe your experiences (including main barriers).
- To what extent is your service R&D and innovation linked (formal partnership or just source of information) to universities and research organisations? Please describe your experiences (including main barriers).
- To what extent is your service R&D and innovation linked (formal partnership or just source of information) to intermediary organizations? Please describe your experiences (including main barriers).
- In your opinion, how important is external knowledge sourcing for your company? Which of the forms of cooperation above is the most important?

**Policy issues related to service R&D and innovation**

- Do you participate in public R&D and innovation programmes? Please describe your experience (including main barriers).
- What type of R&D and innovation policies – aimed specifically at services or not – are most needed for your company?

**Interview information**

- Interview partner (title, first name, last name)
- Company (name, location, country)
- Contact information (address, phone, fax, email)
- Interview location and interview date