



THE UNIVERSITY
OF QUEENSLAND
AUSTRALIA

CREATE CHANGE

Business School
**Service Innovation
Alliance Hub 2022**





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SDG-related coverage in the Service Innovation Alliance hub



Message from Co-Leads



Professor Janet McColl-Kennedy

Seventy per cent of Australia’s gross domestic product (GDP) stems from services, and four out of five Australians are employed by the service sector. The Service Innovation Alliance (SIA) is one of six Research Hubs at UQ Business Schools that bring together experts from across the university, industry, as well as international collaborators. As a vehicle for collaboration, we identify cutting-edge research themes, and explore these using a dedicated SIA ‘model’, consisting of international faculty, UQ academics, industry partners, and early career researchers. As such, our partnerships allow us to co-author journal articles with industry stakeholders for impact beyond academe.

2022 was a unique year in that the COVID-19 pandemic increased the speed and trajectory of digital transformation in Australia’s service sector. To remain competitive in a post-pandemic economy, our service sector needs to refine existing customer experiences, create service innovations, all while managing their workforce throughout the ‘new normal’ stemming from COVID-19 and the increased importance of digital technologies. New scientific approaches are needed to develop theoretically and managerially relevant knowledge about the digital transformation of service in the context of COVID-19.

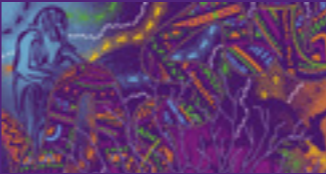
The SIA contributes new knowledge that is of both, academic and managerial relevance. Collectively, SIA members published 110 papers – many involving industry partners. Our roundtable in November continued this tradition, and sparked new debate about the role of digital technologies ranging from AI to blockchain, addressing service settings including health, agriculture and important societal challenges like sustainability.

As Co-Leads, we thank all members, industry partners and supporters of SIA, and look forward to a productive year 2023.

Professor Janet McColl-Kennedy
Associate Professor Christoph Breidbach



Associate Professor Christoph Breidbach



The Business School acknowledges the Traditional Owners and their custodianship of the lands on which the School operates.

We pay our respects to their Ancestors and their descendants, who continue cultural and spiritual connections to Country. We recognise their valuable contributions to Australian and global society.

Overview

The SIA Research Hub brings together experts from six different disciplines (business information systems; international business; marketing; strategy and entrepreneurship; tourism; and management) within UQ Business School, industry partners across multiple service sectors, as well as international collaborators to address key challenges service businesses face.

The SIA conducts research in customer experience, service workers and sustainable innovation to improve productivity, train and manage their workforce, measure and manage customer experience, and explore new ideas to successfully introduce new technologies. A particular focus of SIA across all pillars is digital transformation.

As one of the world’s leading service innovation research groups SIA offers a ‘one stop shop’ for research and training - encouraging debate, providing insights, educating leaders and informing the future of service organisations.

Researchers are internationally recognised in the following three areas of excellence:

- **Customer Experience:** the research investigates customer needs and preferences, emerging markets, co-creation and design of experiences and new measurements tools. It also has an important focus on digital technology trends, including customer responses to digital technologies including for example service robots and chatbots and other artificial intelligence (AI) enabled actors, as well as privacy and ethical issues.
- **Service Workers:** the research focuses on understanding future labour market challenges, such as future workforce skills and the impacts of automation, mobile technologies and self-service technology, productivity and emerging changes in employee-organisational relationships.
- **Sustainable Service Innovation:** the research focuses on understanding future labour market challenges, such as future workforce skills and the impacts of automation, mobile technologies and self-service technology, productivity and emerging changes in employee-organisational relationships.

UQ Business School is a world leader in service research. With a strong team of academics actively engaged in services projects, few institutions can rival the breadth of our work.

The SIA aligns with The University of Queensland’s research strengths in healthy ageing, technology for tomorrow, and transforming societies. The group works with a diverse scope of government and industry partners including visitor attractions, hotels, resorts and service providers worldwide.

Our mission

Co-create transformative solutions with impact by undertaking innovative, timely, high-quality research and training that informs the future of service organisations, translating research findings to practice.

Our vision

Be the leading inter-disciplinary service innovation hub in the Asia-Pacific and within the top three in the world by 2025.

Why SIA research?

Our research helps service organisations to improve productivity, train and manage their workforce, measure and manage customer experience, explore new ideas and successfully introduce new technologies. The research theme is underpinned by three interconnected areas of focus; customer experience, service workforce and service innovation. This helps service organisations to understand and implement technology trends, including how customers respond to robots and using big data to personalise their services.

Our Capacity



34 UQ researchers



12 PhD students
4 Post-Docs



9 International Faculty researchers



9 Industry Advisory Board Members

Our Partners



Government agencies



Local industry and business



Charities and not-for-profit organisations



Industry bodies

Our Impact



Informing policy



Influencing change



Solving problems



Managing risks

Our Outcomes



Industry grants



Publications



Industry affiliations

*2022 figures



For more information on SIA research Hub visit:
business.uq.edu.au/service-innovation-alliance

Expertise

Hub members

The SIA consists of 69 academic members from diverse research disciplines within the UQ Business School, across the University, and international institutions.

Currently, 34 UQ academics are members of the SIA across six diverse disciplines from business information systems to marketing to agriculture and food innovation.

Five new lecturer, senior lecturer and professorial members have joined since 2021, bringing new expertise and research strengths to Hub activities.

“Being a member of SIA is a great opportunity to engage with scholars and learn different research perspectives” says Dr Felix Septianto, who joined SIA in 2022 (see his research profile on page 10). Felix, a DECRA, undertakes research in the area of emotions and feelings in consumer decision making with a focus on sustainability.

Building research strength

The SIA is committed to growing its research expertise through the support and mentoring of PhD and Postdoctoral student members.

- Four postdoctoral members; Dr Alexandria Gain, Dr Zahra Tabaei Aghdaei, Dr Edgar Brea, and Dr Yawei Jiang undertake research in the areas of digital technology transformation, consumer experience and decision making, tourism crisis management and sustainability.
- 12 PhD students from disciplines across the School are SIA members. While focusing on their studies, they participate in Hub events to broaden their research capacity, learn key skills and engage with a wide range of scholars in their field.



International collaborators

Nine international member scholars from across the globe undertake collaborative research activities and projects with Hub colleagues.

Members include:

- Professor Tor Wallin Andreassen - NHH Norwegian School of Economics, Norway
- Emeritus Professor Ruth N. Bolton - W.P. Carey School of Business, Arizona State University, USA
- Professor Michael Brady - Florida State University, USA
- Emeritus Professor Rod Brodie - University of Auckland Business School, New Zealand
- Professor Anders Gustafsson - BI Norwegian Business School, Norway
- Professor Paul Maglio - University of California, USA
- Professor Andi Smart - University of Exeter, UK
- Professor Lars Witell - Linköping University, Sweden
- Professor Mohamed Zaki - University of Cambridge, UK

Full details of SIA members can be found on the Hub’s website.

Publications

SIA members continue to produce impactful research across the service innovation areas. In total our 34 academics published 110 journal articles.



Research Impact

Building on solid foundations

In 2020 a workshop with our Industry Advisory Board enabled us to set up a series of ten teams and industry led projects with the aim of researching the identified grand challenges in service. The teams consisted of UQ and international academic leads, post-docs, PhD students and industry parntners. This year saw continued outcomes from these teams with multiple publications and conference presentations.

Awards

SIA member Professor David Solnet and his former PhD student Dr Maria Golubobsakaya (pictured on the left, page 6) were awarded a Best Paper award at SERV SIG 2022 for their paper titled “Work engagement among adolescent service workers: Does age matter?”.

Professor Janet McColl-Kennedy (pictured on the right, page 6) has been elected a Fellow of the prestigious Academy of the Social Sciences in Australia.

External grants

SIA researchers have received prestigious government and industry grants worth over \$12.6 million enabling them to tackle a range of significant service issues.

Dr Frederik von Briel, Prof Per Davidsson and Adjunct Professor Jan Recker have been awarded an ARC grant worth over \$275,000 for their project - “Turning crises into opportunities: Learning from high growth outliers”. This project investigates how crises can be turned into opportunities. It analyses the strategic crises responses of business ventures that managed to defy the odds and to achieve high growth because of crises. The outcomes include an improved understanding of the opportunities crises present; and actionable, empirically grounded insights into successful crises responses. As such, the project will make significant contributions to core areas of entrepreneurship and management research. It will also help policymakers and entrepreneurs to improve economic resilience and to foster sustainable economic growth.

Professor Janet McColl-Kennedy, Emeritus Professor Mieke van Driel, Associate Professor Lisa Hall, Professor Damian Hine, Professor Mohamed Zaki, Associate Professor Christoph Breidbach, Ms Tracey Johnson and Adjunct Professor Paresh Dawda have been awarded an ARC

Linkage Grant worth over \$495,000 for their project “Transforming Primary Healthcare Service Delivery: A Digital-Human Approach”. This project aims to address the urgent need for a transformational shift in thinking and actions in primary healthcare service delivery. Primary care clinics, the front door of Australia’s healthcare, are under considerable strain. By using a four-phase mixed methodology design across four Australian states, this project expects to generate a national evidence based framework which takes a dual approach combining the use of digital technology with humanness. Expected outcomes include the development of an Australian-first evidence-based digital resource kit, including two new tools, and a new co-designed roadmap to better facilitate this important change journey to enhance patient experience, employee wellbeing and clinic performance.

Dr Felix Septianto was awarded an ARC Discovery Early career Researcher Award (DECRA) worth over \$440,000 for his research titled “The Role of Emotions in Marketing Cultured Meat”. This project aims to examine the role of emotions in promoting consumer acceptance, which is the greatest barrier facing the commercialisation of cultured meat. The expected outcome is insight into factors influencing the acceptance of cultured meat, allowing development of effective marketing communication strategies. This should provide benefits including reduced environmental and ethical impact of conventional meat and improvement to Australian agribusiness. Similar strategies could also potentially be applied to other emerging food technologies.

Professor Janet McColl-Kennedy has been appointed the Innovation Pathways Leader as part of the UQ-Led Food and Beverage Accelerator (FaBA) project funded by the Federal Government’s Trailblazer Universities Program. Professor McColl-Kennedy along with her colleagues Professor Matthew Morrell, Professor Mike Gidley, Professor Jason Stokes, Associate Professor Esteban Marcellin, Professor Melissa Fitzgerald, Professor Joe Shapter, Dr Dean Moss, Professor Neal Menzies, and Professor Alan Rowan were awarded \$11.4 million worth of funding for their project “Accelerating Growth in Australia’s Food and Beverage Manufacturing”. The FaBA program aims to contribute to doubling the value of Australia’s food and beverage manufacturing sector by 2030, through a focus on smart production and new ingredients, creating innovative foods and beverages, generating thousands of new jobs.

“This is an exciting opportunity to be at the forefront of research that has a critical role in creating new products, companies, technology and jobs, not just for Queensland, but the entire country.”



Professor Deborah Terry
UQ Vice-Chancellor

Industry Engagement

The 2022 SIA Roundtable Summit provided the opportunity for UQ and International academic experts and industry partners connect to identify the challenges and opportunities in digital service transformation.

The SIA hosted its annual roundtable summit, **Digital Service Transformation: Future Trends and Opportunities** on 9 November 2022. The event was presented by SIA Co-Leads, Professor Janet McColl-Kennedy and Associate Professor Christoph Breidbach (pictured below). Two of our international collaborators Professor Tor Andreassen, Norwegian School of Economics, and Professor Paul Maglio, University of California, MERCED delivered the keynotes on important research developments in the area.

Following the keynote speeches, seven working teams of academics, industry experts and PhD candidates discussed and explored how service can be applied toward resolving key issues facing society. These areas include cybersecurity, critical skills shortages, sustainability, AI-focused value propositions, and maintaining humanness in the midst of growing digitization, and value-creating applications of blockchain technologies. The working teams then collaborated and discussed how service solutions can be implemented to resolve these key issues, and presented their preliminary insights.

Key service insights drawn from the summit will be provided in a white paper to be released in early 2023, identifying practical recommendations for practice.

“...by having the opportunity to be part of the 2022 SIA Summit, I understood part of the problem and the formula to solve it. Academia + Industry = Bright Future. As academics, we are in search of the answers to questions that nobody has asked before. The industry has questions, they have the data, and the empirical knowledge. Well, let's team up! Because together, we are the answer.”

Summit participant



Capacity Building

Seminar Series: training and capacity building

The SIA Publishing Workshop titled, “*What I Wished I'd known about Publishing*” was held on 8 November 2022. Presentations from guests and a panel discussion facilitated by Professor Janet McColl-Kennedy with Professor Tor Andreassen (top picture), Professor Paul Maglio (bottom picture), Professor Peter Popkowski-Leszczyk, Associate Professor Stan Karanasios and Associate Professor Christoph Breidbach provided the attendees with a great opportunity to ask questions, learn some useful tips and strategies, and make connections with potential collaborators.

Our international experts shared their expertise and wisdom with colleagues

Professor Tor Andreassen and Professor Paul Maglio engaged with Business School staff and students in the research seminars.

Competing through Innovation: Let the Customer Judge!, presented by Professor Tor Andreassen on 4 November 2022, elaborated on The Norwegian Innovation Index, an approach that has been implemented by six European countries and the USA, how this index is now used in promoting business schools locally and promoting a customer-centric view in large organisations. Professor Paul Maglio engaged his audience in *Educating Service Scientists: Designing the Management School of the Future*.

Professional development workshops

The SIA offered opportunities for members to share their research with colleagues. In July we held a welcome for new members and undertook a planning session on future activities with presentations by Dr Felix Sepitano, Dr Sam MacAulay and PhD Student David Goyeneche. In October Dr Alexandra Gain presented on her research on sustainable service ecosystems.



Future Plans

In 2023 the SIA will work with industry and academic partners to provide research and training to inform the future of service organisations practice.

White paper

Following on from the 2022 SIA Roundtable Summit, SIA members, international collaborators and industry partners are continuing to work together to prduce a white paper on **Digital Service Transformation: Future Trends and Opportunities**. The aim is the publish and launch the white paper this year. The launch will include an event to share the insights from the paper and continue discussion with industry.

The Digital Service Transformation: Future Trends and Opportunities White Paper topics and leads are:

1. AI in the Customer Experience: Maintaining Humanness in the Age of Digitalisation - Professor Janet McColl-Kennedy and Professor Tor W. Andreassen
2. Blockchain Technologies in Service - Associate Professor Christoph Breidbach and Professor Paul Maglio
3. Cybersecurity as a Service: The Future of Managed Security Services - Dr Ivano Bongiovanni and Professor Ryan Ko
4. Sustainability - Professor Damian Hine
5. Labour and Skills Shortages: The Impact on Frontline Service Employee Wellbeing - Professor David Solnet and Associate Professor Richard Robinson
6. Using Prototypes, Pilots, and Projects to Co-create AI Value Propositions - Dr Sam MacAulay
7. Innovation Together - Professor Martie-Louise Verreynne and Professor Marta Indulska

Internal Development

The SIA will continue to provide professional development opportunities for our members. This will include:

- Planning meetings
- Research seminars
- Brown bag workshops
- Skills development workshops
- Networking events

Researcher profile: Dr Felix Septianto receives a Paul Bourke award

Dr Felix Septianto, was one of only four researchers in Australia winning the very prestigious Paul Bourke Award for Early Career Research. This honour is selected each year and bestowed by the Academy of Social Sciences in Australia (ASSA) to early career social scientists who have achieved ‘excellence in scholarship’ in their field.

Felix has had a stellar year, winning an ARC DECRA fellowship, the ANZMAC Emerging Marketing Researcher of the Year Award, and a UQ Foundation Research Excellence Award (FREA).





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