



THE UNIVERSITY
of ADELAIDE

CUSTOMIZING EGOVERNMENT SUPPORT SERVICES: A VALUE CO- CREATION PERSPECTIVE

adelaide.edu.au

Background and Introduction

Small Business

- **In Australia:**
 - The majority of Australian businesses (3.2 million or 99%) are small businesses,
 - Contributing \$380 billion to the economy,
- **It is important that small businesses are supported to encourage sustainability and growth.**
- **Previous research demonstrates the positive impact of public sector support services on small business;**

E-government support services

- This importance of small business support is recognized by governments around the world, who offer different types of support services, such as Business Link in the UK and various government portals in Australia
- However there are barriers to small businesses realising the full value from these services

Barriers to Using support services

- Relevance of support material identified in extant literature.
- A reason put forth has been that this is due to “information overload” where businesses have access to too much information, thus causing difficulty finding the desired information.

Customization

- To combat the perceived lack of relevance of support material, my research suggests the application of customization of information provision to small businesses.
- Customizing content provided to the users increases the likelihood of a small business finding the right material for them quicker and easier, therefore increasing perceived relevance.

**Literature used to
support this research**

Customisation

- Extant research highlights the need for customising small business support however, it has not examined in depth.
- As a result there is a lack of empirical evidence for the link between customisation of support material and beneficial outcomes.

Value co-creation and resource integration

Value co-creation is “the process by which actors (firms and customers) integrate their resources to generate value” (Paredes, Barrutia et al. 2014)

Resource integration is a key part of value co-creation.

This holds that an individual has their own unique resources that they bring when engaging with a service offering. They then integrate these with those offerings and through this create value.

Value co-creation behavior

- Value co-creation behavior can be defined as customers' participation in the value co-creation process, and as consisting of two higher order dimensions, participation behavior and citizenship behavior .
 - Value co-creation behaviour is the “concrete representation of resource integration that assists in building knowledge about specific behaviors that customers engage in for co-creation of value” .
-

Value co-creation behavior

There are four key elements to customer participation behaviour:

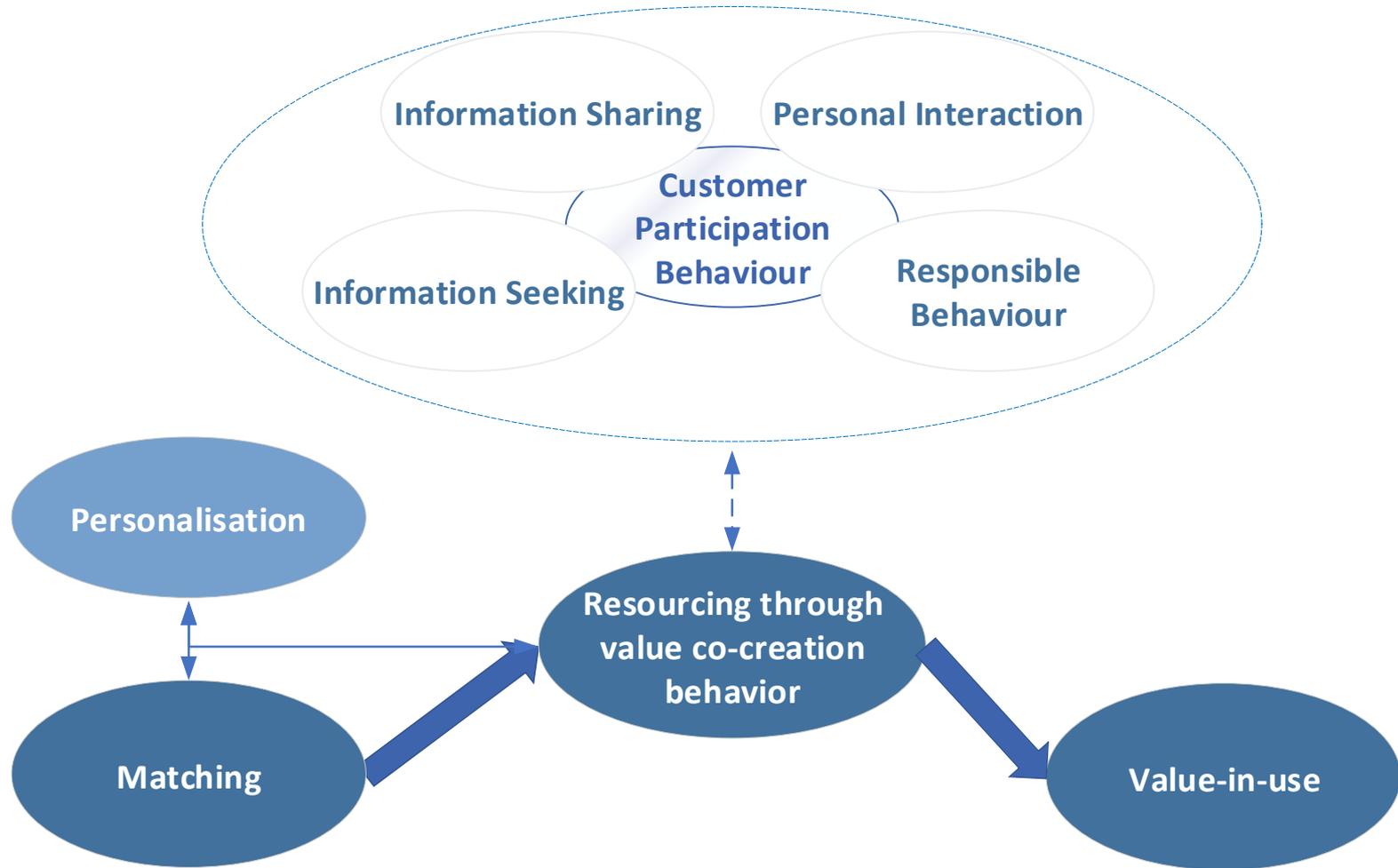
1. Information seeking - the effort to obtain or improve resources.
 2. Information sharing - Where the user shares information with the offering organisation
 3. Responsible behaviour - Occurs when consumers recognise that they have responsibilities in the service exchange process and is exhibited where they are cooperative, observe rules, polices and directions
 4. Personal interaction - the relationship between the customer and service provider (Yi & Gong, 2013).
-

Resource Integration Framework

- This research utilises the framework proposed by A. Caridà, B. Edvardsson, and M. Colurcio (2019)
- 3 phases:
 1. Matching – Where an actor matching their resources and what they require with that of the offering organization
 2. Resourcing - Focuses specifically on the integration of resources process. This phase importantly includes the removal of the barriers to resource integration
 3. Value - The assessment of value by the actor themselves forms the main component of the third and final phase

Proposed Framework

Proposed Framework



Proposed Framework

- This proposed framework conceptualizes the role of customization for value co-creation.
- In brief, the user brings their existing resources, along with an understanding of the resources they require, to the offering system or organization.
- The customized offering of the organization then allows the user to utilize their value co-creation behaviors (information seeking, sharing and responsible behavior) to match the resources of they require and have to that being offered, utilize this resource (resourcing), perform a value assessment and thereby derive value from the service and use this to achieve their initial goals (value-in-use).
- This may then lead to greater satisfaction with the offering organization and other consequences.

Future research

Future research

- Future research will further develop the conceptual foundations and framework started in this paper
- Will be explored in future papers with empirical research, focused on small businesses

References

References

- Audet, J. and E. St-Jean (2007). "FACTORS AFFECTING THE USE OF PUBLIC SUPPORT SERVICES BY SME OWNERS: EVIDENCE FROM A PERIPHERY REGION OF CANADA." Journal of Developmental Entrepreneurship 12(2): 165-180.
- Bask, A., M. Lipponen, M. Rajahonka and M. Tinnilä (2011). "Framework for modularity and customization: service perspective." Journal of Business & Industrial Marketing 26(5): 306-319.
- Caridà, A., B. Edvardsson and M. Colurcio (2019). "Conceptualizing resource integration as an embedded process: Matching, resourcing and valuing." Marketing Theory 19(1): 65-84.
- Carlborg, P. and D. Kindström (2014). "Service process modularization and modular strategies." Journal of Business & Industrial Marketing 29(4): 313-323.
- Coelho, P. S. and J. Henseler (2012). "Creating customer loyalty through service customization." European Journal of Marketing 46(3/4): 331-356.
- Cravo, T. and C. Piza (2018). "The impact of business-support services on firm performance: a meta-analysis." Small Business Economics: 1-18.
- De Mattos, C. S., D. C. Fettermann and P. A. Cauchick-Miguel (2019). "Service modularity: literature overview of concepts, effects, enablers, and methods." The Service Industries Journal: 1-22.
- Ding, Y. and H. T. Keh (2016). "A re-examination of service standardization versus customization from the consumer's perspective." Journal of Services Marketing 30(1): 16-28.
- Edvardsson, B., P. Skålén and B. Tronvoll (2012). "Service systems as a foundation for resource integration and value co-creation." Review of Marketing Research 9: 79-126.
- Frandsen, T. (2017). "Evolution of modularity literature: a 25-year bibliometric analysis." International Journal of Operations & Production Management 37(6): 703-747.
- Go Jefferies, J., S. Bishop and S. Hibbert (2019). "Service innovation through resource integration: An empirical examination of co-created value using telehealth services." Public Policy and Administration: <xocs:firstpage xmlns:xocs=""/>.
- Granot, E., T. G. Brashear and P. Cesar Motta (2012). "A structural guide to in-depth interviewing in business and industrial marketing research." Journal of Business & Industrial Marketing 27(7): 547-553.
- Gremyr, I., A. Valtakoski and L. Witell (2019). "Two routes of service modularization: advancing standardization and customization." Journal of Services Marketing 33(1): 73-87.
- Huhtala, T. (2018). "Using Personal Data to Advance Preventive Healthcare Services." Journal of Service Science Research 10(1): 77-115.
- Iman, N. (2018). "Unleashing hidden potential: customer engagement in modular service innovation." International Journal of Quality and Service Sciences 10(4): 334-348.
- Iyanna, S. (2016). "Insights Into Consumer Resource Integration And Value Co-Creation Process." Journal of Applied Business Research 32(3): 717-728.

References

- Kleinaltenkamp, M., R. J. Brodie, P. Frow, T. Hughes, L. D. Peters and H. Woratschek (2012). "Resource integration." Marketing Theory 12(2): 201-205.
- Lewis, K., C. Massey, M. Ashby, A. Coetzer and C. Harris (2007). "Business assistance for SMEs: New Zealand owner-managers make their assessment." Journal of Small Business and Enterprise Development 14(4): 551-566.
- Löfberg, N. and M. Åkesson (2018). "Creating a service platform – how to co-create value in a remote service context." Journal of Business & Industrial Marketing 33(6): 768-780.
- Ng, S. C., J. C. Sweeney and C. Plewa (2019). "Managing Customer Resource Endowments and Deficiencies for Value Cocreation: Complex Relational Services." Journal of Service Research 22(2): 156-172.
- Paredes, M., J. Barrutia and C. Echebarria (2014). "Resources for value co-creation in e-commerce: a review." Electronic Commerce Research 14(2): 111-136.
- Petri, J. and F. Jacob (2016). "The customer as enabler of value (co)-creation in the solution business." Industrial Marketing Management 56: 63-72.
- Rahikka, E., P. Ulkuniemi and S. Pekkarinen (2011). "Developing the value perception of the business customer through service modularity." Journal of Business & Industrial Marketing 26(5): 357-367.
- Rakićević, Z., J. Omerbegović-Bijelović and D. Lečić-Cvetković (2016). "A model for effective planning of SME support services." Evaluation and Program Planning 54: 30-40.
- Ranjan, K. and S. Read (2016). "Value co-creation: concept and measurement." Official Publication of the Academy of Marketing Science 44(3): 290-315.
- Reiss, P. C. (2011). "Descriptive, structural, and experimental empirical methods in marketing research.(Structural Workshop Paper)(Report)." Marketing Science 30(6): 950.
- Shambour, Q. and J. Lu (2011). "A hybrid trust-enhanced collaborative filtering recommendation approach for personalized government-to-business e-services." International Journal of Intelligent Systems 26(9): 814-843.
- Silander, K., P. Torkki, P. Lillrank, A. Peltokorpi, S. A. Brax and M. Kaila (2017). "Modularizing specialized hospital services." International Journal of Operations & Production Management 37(6): 791-818.
- Silvestro, R. and P. Lustrato (2015). "Exploring the "mid office" concept as an enabler of mass customization in services." International Journal of Operations & Production Management 35(6): 866-894.
- Stoffer, T., T. Widjaja and N. Zacharias (2018). "The Effect of Service Modularity on Flexibility in the Digital Age – An Investigation in the B2B Context." 331: 3-15.
- Sweeney, J. C., C. Plewa and R. Zurbruegg (2018). "Examining positive and negative value-in-use in a complex service setting." European Journal of Marketing 52(5/6): 1084-1106.
- Yi, Y. and T. Gong, Customer value co-creation behavior: Scale development and validation. Journal of Business Research, 2013. 66(9): p. 1279-1284.



THE UNIVERSITY
of ADELAIDE

CRICOS PROVIDER NUMBER 00123M