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## Editorial

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**Biographical notes:** Natalia Kryvinska is University Lecturer and Postdoctoral Fellow at the e-Business Research Group, Faculty of Business, Economics and Statistics, University of Vienna. She is also a Senior Researcher at Secure Business Austria (SBA) Research. She received her Diploma Engineer in Telecommunications from National University 'Lviv Polytechnics', Lviv, Ukraine and PhD in Electrical Engineering from the Vienna University of Technology, Vienna, Austria. Her research interests include distributed systems management, service-oriented architectures in telecom domain, service delivery platforms, and e-services.

Marion Lepmets is a Postdoctoral Fellow of National Research Fund of Luxembourg at Public Research Centre Henri Tudor. Her current research is focusing on evaluating process improvement impact on IT service quality. She has conducted research in process improvement and process assessment from 2000, graduated from Tampere University of Technology, Finland with Dr. of Technology in 2007 and has been teaching process engineering courses at both Tallinn University of Technology and Tartu University in Estonia. She is

involved in software engineering standards' development at International Standardization Organization subcommittee 7 (software and systems) as Luxembourg's delegate, actively participating in process assessment and IT service quality related standards development.

Do van Thanh obtained his MSc in Electronic and Computer Sciences from the Norwegian University of Science and Technology and his PhD in Informatics from the University of Oslo. In 2000, after seven years R&D at Norsk Data and ten years at Ericsson, he joined Telenor R&D. He holds also a professorship at the Department of Telematics at the Norwegian University of Science and Technology in Trondheim. He is the author of over 150 publications at international conferences and journals. He is also the inventor of 22 patents and a dozen of pending ones.

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## **1 Transformations and innovations in business service models and modelling**

At large, the term 'services' is associated with web services and alike. However, there is a much vaster layer to be considered within the remarkable growth of the service sector, which has come to dominate business activity in most advanced economies over the last decades (*CACM*, 2006).

Globalisation, increasing automation, the growth of the internet, and the dynamic componentisation of business are driving the reconfiguration of services and service value networks at a scale and pace never before seen in history. The opportunity to innovate in services, to realise the business and societal value from knowledge about service, to research, develop, and deliver new information services and business services, has never been greater. The challenges are related to both the multidisciplinary nature of services that combine business, technology, and social-organisational aspects/issues, and the demand for the innovation (*CACM*, 2006).

Thus, this special issue intended to provide an international medium for researchers and industry contributors – to share the experiences and present original ideas on multidisciplinary perspectives on transformations and innovations in business models for services delivery, as well as in business service models and modelling.

## **2 Special issue content**

The eight notable papers were nominated for the presentation in this special issue. They highlight different aspects of transformation and innovation in service business models.

Consequently, the paper authored by Waldner et al., 'Are service-based business models of the video game industry blueprints for the music industry?', examines whether and how the video game industry and its service-based business models are the vital source from which to draw analogies for the music industry, by conducting an exploratory study among recently founded video game startups and a case-study of a music-technology startup.

Auer, 'SOA investment decision-making using real options analysis', investigates investment methods and analyses the application of real options model in a particular SOA context. He explores and classifies key criteria and embedded options for evaluating multi-stage SOA investments as sequential compound options. He also identifies both the limitations of commonly used techniques as well as the concept's importance.

The paper authored by Fauska et al., 'The role of e-commerce in B2B markets of goods and services', explores how industrial companies use B2B e-commerce, how it enables their services and what are the main advantages for the business strategies. The paper also provides guidance for managers and gives them an outlook on how e-commerce can be used by their companies.

In the paper entitled 'Consideration of aspects affecting the evolvement of collaborative e-business in service organisations', Urikova et al. study the development influences of collaborative e-business on the service organisations. They examine also a successful collaboration planning, as well as different aspects affecting the enlargement of collaborating businesses.

The paper 'A service oriented framework for designing buyer supplier relations', authored by Wetzlinger et al., presents a holistic framework for suppliers that support them to carry out services to establish and continuously improve buyer-supplier relationships. This includes finding the appropriate collaboration concept for different material requirements and designing the implementation using a standardised process framework that comprises information and communication technologies.

In the 'Multi-channel management: an exploratory study of current practices', Wakolbinger and Stummer provide an insights from interviews with practitioners from top and middle management in major firms operating multiple channels in Austria. They discuss competitive advantages as well as challenges faced when establishing multiple distribution channels, e.g., by adding a mobile channel to an existing brick-and-mortar store, and outline measures of coordinating and integrating these multiple channels.

Gryszkiewicz et al., 'Service innovation capabilities: what are they?', created a mapping of concrete service innovation capabilities and related practices, approached from a strategy, resource and process perspective based on a literature review, as well as 34 exploratory interviews in several service-intensive highly innovative organisations. They aim was a better understanding and management of service innovation capabilities, combining both theoretical and practical perspectives.

Finally, Nedbal, 'A process model to guide the integration of business processes and services within and across organisations', introduces a process model for business integration. The developed in the paper methodology comprises an initial exploratory study, a thematic analysis focusing on process models in scientific literature, consolidated requirements for the model, and case studies conducted to refine and prove the practical applicability of the proposed process model.

The papers exposed in this special issue represent the multiplicity of the challenges in this specific research field, demonstrating the various aspects of transformations and developments in service business models. As the field matures increasingly, new questions and problems will occur requiring equally novel solutions. We expect that this issue will motivate new directions and solutions that can lead to both theoretical insight and practical uses.

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### **References**

*Communications of the ACM (CACM)* (2006) Entire Issue, July 2006, Vol. 49, No. 7.