

---

## Editorial

---

### Nina Helander\*

Laboratory of Industrial and Information Management,  
Tampere University of Technology,  
Korkeakoulunkatu 10, FI-33101, Tampere, Finland  
Email: nina.helander@tut.fi  
\*Corresponding author

### Katri Valkokari

Technical Research Centre of Finland (VTT),  
Business, Innovations and Foresight,  
Tekniikankatu 1, FI-33101, Tampere, Finland  
Email: katri.valkokari@vtt.fi

**Biographical notes:** Nina Helander is a Professor of Knowledge Management at Tampere University of Technology, where she is also the Head of Laboratory of Industrial and Information Management. She holds an Adjunct Professorship of Information System Sciences at the University of Jyväskylä. Her research is focused on value creation in inter-organisational relationships, knowledge management, knowledge work and digitalisation of business.

Katri Valkokari works as a Principal Scientist at VTT Technical Research Centre of Finland. She has conducted several development projects on business networks during the years 2001–2014. In 2009, she completed her doctoral thesis on business network development. She has published both international and national articles in the research areas of business networks, knowledge management and inter-organisational collaboration.

---

Value co-creation is a very topical theme both at academic discussion and within practical service operations and it has been studied within different levels and contexts. Also in this special issue, the included papers present engrossing views and complement each other by exploring value co-creation from the level of business ecosystem to individual stakeholders. We believe that the subject is relevant also at the future and hope that these three papers are able to facilitate the discussion around value co-creation at the coming issues of the *International Journal of Services Sciences*.

The first paper ‘The Finnish road weather business ecosystem – structure, potentials and implications for demand-driven innovation policy’ by Aapaoja et al. analyses Finnish road weather and maintenance business ecosystem and its development potential. Through combining complementary expertise, it provides value for participating companies and they can achieve competitive advantages. Public authorities have an important role to support and stimulate these ecosystems. Based on the case study, the authors identify innovative procurement methods, long-term committed collaboration, mutually set objectives supporting shared benefits and risks, and agile piloting on a larger scale as key enablers for ecosystem level value co-creation.

Then, the second paper 'A framework of a stakeholders' value exchange model and a paradigm of practice' by Tsai et al. proposes a framework of the value exchange model (VEM). At network level the VEM framework allows firms, researchers and stakeholders to comprehend the value pattern and requirements of various stakeholders during the development processes of service concepts. For practitioners the paper provides VEM as a tool to visualisation stakeholders' perceived value information in a service development process.

The third paper 'Mapping multiple stakeholder value in service innovation: an industrial case study' by Palomäki and Rana presents an industrial case study as an example of multiple stakeholder value consideration in service innovation. The main result of this paper is a description of service innovation process that considers stakeholders and multiple stakeholder value, and that offers new perspectives on the strategies for managing stakeholder relationships.

The above papers concretise the challenges different actors face when their operations transform towards new models of value co-creation. The service perspective on networks emphasises customer-focus along with relational and interactive nature of networked value co-creation. In service networks and ecosystems, superior value can only be co-created through more intense interaction and knowledge sharing between all actors. There is need for research that addresses both the role of both tangible and intangible value dimensions in interorganisational relationships. Furthermore, network perspectives highlights the importance to understand the value drivers of all the network actors in order to find practical solutions to enhance value creation from all the actors' perspective.