

# THE INNOVATION MANAGEMENT AS A SYSTEM MANAGEMENT TOOL IN THE MODERNIZATION OF THE SERVICES SECTOR

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## **Abstract**

Identifying susceptibility of the services sector to innovations detects tools and techniques of maintaining the innovation process at the stages of creating and delivering services. The hypothesis of needs through innovation for business development and the hypothesis of connectivity degree of individualization technologies and products and innovation capacity of the industry are put forward and verified. The method of expert assessment of the level of innovation was applied using a questionnaire form in 2013 of the Krasnoyarsk region. The study design corresponds to the classification of the Oslo Manual on innovation. The comparability of service industries and types of innovation in the degree of development is ensured by the formation of the matrix of normalized values. The concept and phenomenon of "through innovation" are substantiated by the necessity of detail management methodology and reflection of the functional specificity of the production processes in the segment of "service industry." The verification of the hypothesis of needs through innovation for business development and the degree of individualization hypothesis connectivity of technologies and products and innovation capacity of the enterprise sector shows the direction and possible regulatory instruments, the rate of development of the sector through the identification and addition of the "initial" innovation.

**Keywords:** service, innovation management, cross-cutting innovation, diffusion processes activities.

**JET Classification:** C51, L80, O31, O32

## **Introduction**

The particular importance of innovations in ensuring the overall and competitive sustainability of business practices is the ability to change their service quality, service satisfaction, increasing multiplicity of loyal customer transactions. The ability of innovations, based on economies of scale to reduce unit costs of delivery the benefits through changes of technological, technical, operational and economic parameters of services production, the increasing of the range of related services, the optimization of the cost structure and the rise of the efficiency of resource use (including the quality of labor, forms of motivation) actualize the requirement of modernization of technology management services sector. The purpose of the study is to find the reason to change the approach of management in the service sector for securing the streaming nature of innovations as a

source of a new quality economic development resources. The features of the analytical method of "through innovation" are shown in the transformation of service management. The need for structuring the objective diffuseness of service activities, expressed in blurring the boundaries between marketing, the organization, processes and products has led to the use of "Oslo Guidelines". The detected synchronization of production and consumption, substantial synchronization of business processes, the requirement of simultaneity of innovation across all components of providing services led to the necessity of the visualization of the results by Radar, providing the visibility of opportunities of standardizing the management tools. The overview of the sources precedes the presentation of research results that served as the justification of applied methodological model. The foundation of design and methods of the study is based on the previous works of the authors, confirming the reliability and continuity of the results. The putting forward explanatory hypothesis during the discussion are reinforced by relatedness with independent sources of data about the development of management practices and processes of creation and the delivery of the services sector and allow the authors to carry out a typology of service industries about the connection of the characteristics of innovation and features creating a product and makes it possible to offer the use of additionality as the innovation management principle of industries services being developed in the logic of "through innovation."

### **The choice of methodology**

The methodological approach of the study is determined by the current state of economic, institutional and applied management knowledge. The changing of the location and the value of services in the course of economic development is established by the theory of post-industrial society D. Bell (Bell, 2004)

The theory of technological structures S.Yu.Glazeva (2000). Already three-sector model of the structure of social production Fischer-Clark-Fourastié (Fisher, 1939; Furaste 1964; Clark, 1957; J. Fourastié (Fourastié J., 1964) highlights the tertiary sector of services. The retentivity, as the principle of formation of the service sector, into which the activities are attributed significantly not relating to the primary and secondary sectors (agriculture and industry), influenced the vagueness of the concept of "service". The terminological uncertainty of the concept in the use of Russian researchers exists from the period of Soviet economic science and originates from Marx's two approaches to the essence of services. The first approach is based on the specificity of the forms of work, while the latter finds particular result of desired effect activity. Later there is the thesis of the included services into the supply process of a commodity, confirming the communicative function of trade in the interaction of buyers and sellers. In connection with a communication function of the service the innovation of buyers' life practices is particularly important, moreover – the innovative economic environment in which the innovation process begins (Malakhovskaya, 2009).

The researchers established the connection of high volatility of the economic environment and transformation rate in the creation and delivery of services. The research confirmed the value of the competitive environment and the quality of competition (the model of improving or not deteriorating selection). According to the logic of the theory of utility the service forms the required effect for the buyer, showing him the benefit of the new changes in the quality or producing benefits already existing. Such an interpretation allowed to identify a match directly of a consumption and the moment of services delivery as a welfare. On the basis of the broad definition that characterizes the service as any type of benefits, which is mainly intangible and communicates only with the individual performance of increasing prosperity, not giving instructions to the specific production processes that create services Kotler deploys successful marketing models for business services sector (Kotler, 2014; Kotler, 2012).

Russian researchers attempt to typology services (Korol, Hclunov, 2014) based on their properties such as the functionality (manufacturing, consumer, social, distribution), in processes (end, intermediate), consumption patterns (massive, collective, individual), role (main, auxiliary) and so on. International Standard Industrial Classification of All Economic Activities (ISIC / ISIC), Statistical Classification Economic Activities of the European Union (NACE / NACE) divides all services into 160 items to 12 aggregated clusters: business services; communication services; construction and engineering services; distribution services; educational services; services for the protection of the environment; financial services, including insurance; health services and social services; tourism and travel; services in the field of leisure; transport services; other services. The synchronization defines the objectivity of simultaneous manifestation of innovation across all components of services and sets characteristics of imputed clustering in the service.

### **Methods**

The extreme variety of services determined the need for sociological, expert, statistical methods of research. Due to the high variability in the definition of the object in the unit to service industries the study is based on the provisions of the Russian Classification of Economic Activities (NACE). The forward-looking innovative scenario is adopted as a common approach to the development analysis.

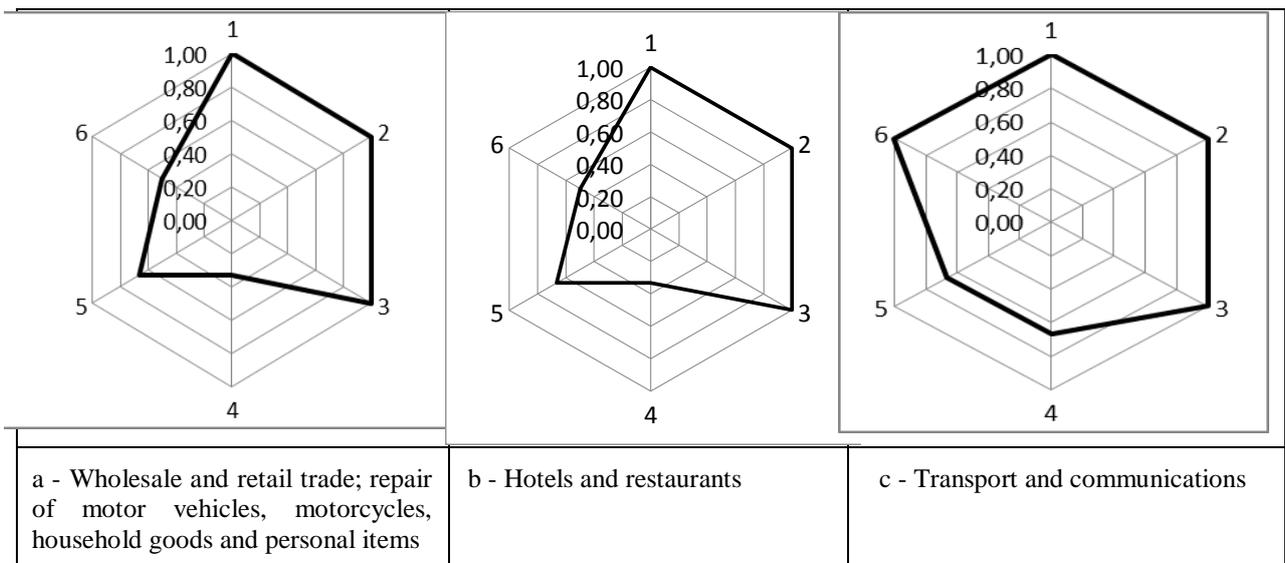
The typical conditions for the Krasnoyarsk Territory for Russian practices of services are determined by the representativeness of the choice of respondents (Vladimirova, Petrova, 2015). The survey was conducted in November-December 2013. The representativeness of the expert community is ensured by the position of the



Wholesale and retail trade; repair of motor vehicles, motorcycles, household goods and personal items	1,00	1,00	1,00	0,33	0,67	0,50	0,71
Hotels and restaurants	1,00	1,00	1,00	0,33	0,67	0,50	0,71
Transport and communications	1,00	1,00	1,00	0,67	0,67	1,00	0,89
Financial activities	0,50	1,00	1,00	0,33	0,67	1,00	0,71
Real estate operations, rent and services	1,00	0,50	1,00	0,33	0,67	0,50	0,62
Public administration and defense; social insurance	0,50	0,67	0,50	0,33	0,67	0,67	0,56
Education	0,50	0,67	0,33	0,33	0,67	0,67	0,53
Health care and social services	0,50	0,67	0,33	0,33	0,67	0,67	0,53
Other community, social and personal services	0,50	0,50	0,33	0,33	0,67	0,67	0,50
Services, total	0,69	0,77	0,71	0,37	0,67	0,70	0,64

The obtained results show a non-uniform implementation of innovative programs at enterprises and organizations of services. The range of changes in the normalized values ranges from 0.33 to 1. Thus, the gap in the implementation of innovative technologies species reaches 67%.

The graphic interpretation in radar chart technique by industry services enables to ensure the visibility of asymmetry built into the activities of innovation (Figure 1).



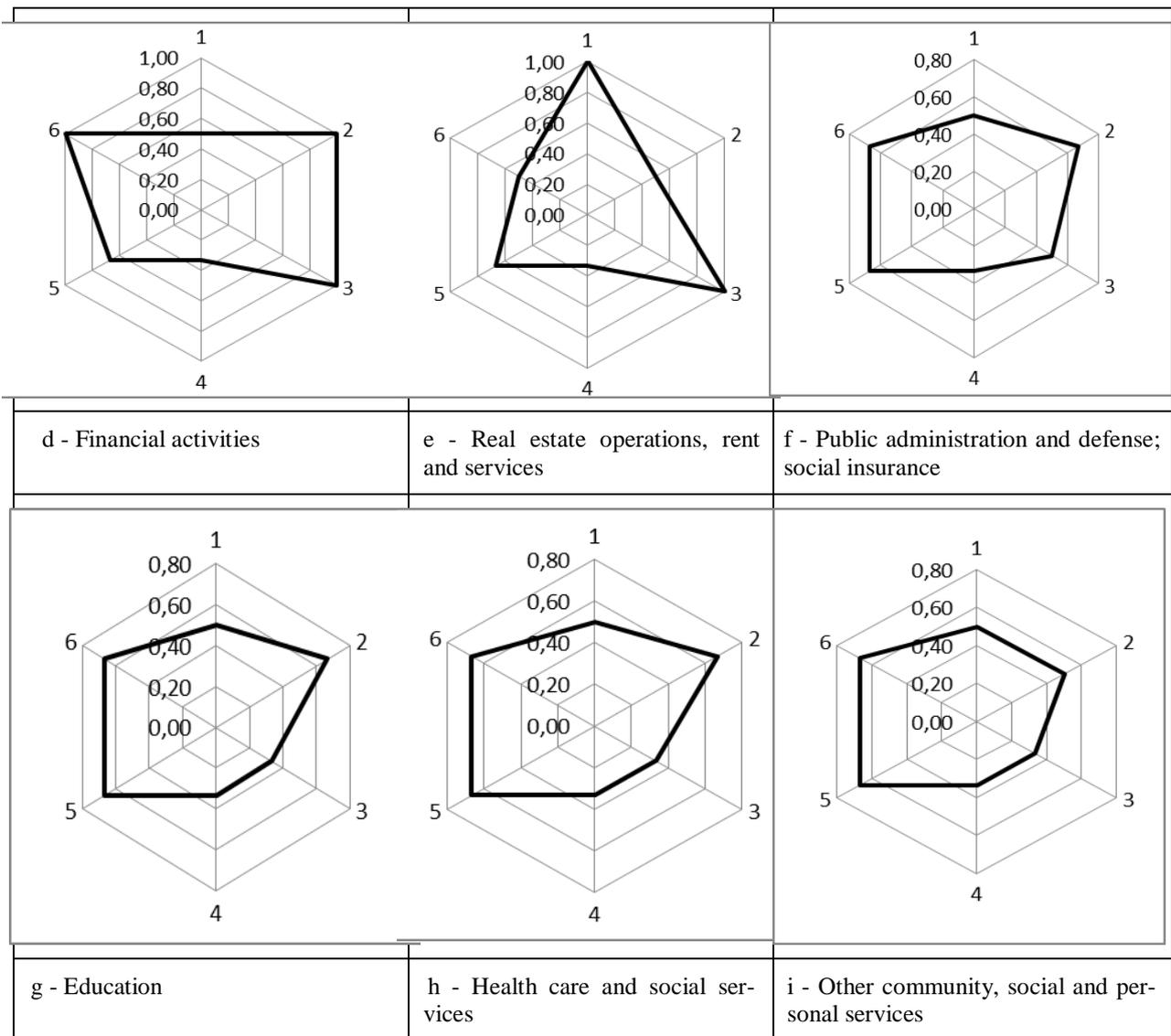
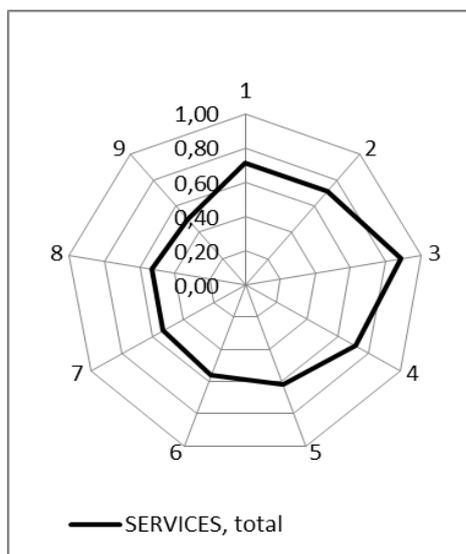


Figure 1 - Field of innovation by industry services

Types of innovation in the distribution of radar chart axes: 1 - technological, 2 - organizational, 3 - marketing, 4 - environmental, 5 - social, 6 - information.



The aggregation of normalized indicators creates a view of the state of the services sector innovation stream.

Figure 2 - The field of innovation in services.

Types of innovation in the distribution of radar chart axes: 1 – technological, 2– organizational, 3 – marketing, 4 – environmental, 5 – social, 6 - information

### Discussion

The pace of sector dynamics is largely determined by the deployment of innovations. The quality is determined by the penetrating innovation. The through innovation is understood by us as a type of change-functioning system of creating and delivering services (or other benefits), which, even appearing as embedded in one of the elements of the generating system services (fragmented or partial innovation), objectively creates prerequisites and forms

multiple possibilities of their imminent implementation varies as the integrity and character of the process of

creating and qualitative characteristics of the delivered goods. The emerging opportunity with to breakthrough development provides mutual support changes in technology: the creation of good, organization and business management, communication with partners, customers and consumers. Thus, the pass-through innovation leads to the transformation of internal and external (direct influence) among participants of economic life to initiate the process of innovation. These expert reviews allow us to propose to explain the specifics of the scope of the hypothesis. First, the hypothesis of needs through innovation for business development. Secondly, the hypothesis of connectedness degree of individualization of products and technologies and innovative capacity of the enterprise sector. The theoretical basis for constructing immanence through innovation to create a platform for business development is blurring the boundaries of the thesis of the stages of the creation of such a specific benefit as a service. The empirical foundation becomes a generalization of practices of successful companies. For example, a manufacturer and supplier of communication and information integrates Google services to institutional, food and technological level acquiring video service You Tube, the service broadcasts video game Twitch and so forth. The network company Groupe Auchan SA (operator of retail "Auchan") shows an example of innovation through supporting innovative growing from scaling logic retail: retail innovations (hypermarkets, supermarkets, food, household, furniture, and other subject specializations), innovation of banking activities, innovation of real estate management for real and virtual (innovations spatial specialization) economies in transnational format, using not only the possession or franchise (management innovations ) business organization, applying the approach of creating its own brands (operating and marketing innovation) for controlled quality of services.

The more individually produced - the more stringent requirement is through innovation. The generative (original) innovation can be located in any of the structural components of activities (organization, marketing, processes, products in accordance with the requirements of the "Oslo Manual"). The creation of a unique sequence of management (planning, organization, motivation, control) structural and infrastructural components of the activity provides uncopyability of results and competitive advantage, based on the exceptional resources to carry out activities. A pattern would be unplayable educational product of the University of IGMO implementing the innovative concept of organizational, administrative, economic and design competence among professionals in the field of transport, by combining them with internships in Russia and Germany, information, technical and technological and management solutions for the routing process of delivery and passenger delivery technology, simulation of traffic flow or transport system, the formation of the database, the maintenance functions of intelligence gathering, monitoring manufacturing processes.

The service industries have different degrees of individualization of customer engagement and different, in this regard, the potential created by the unification of the result (and industrialized process for its preparation and delivery). Thus, in the service industries, "Wholesale and retail trade; repair of motor vehicles, motorcycles, household goods and personal items "(Figure 1a)," Hotels and Restaurants "(Figure 1b) and" Transport and Communication "(Figure 1c), a high level of development of the technical, organizational and marketing innovations points to use serial Models give a product the ability to scale the business, therefore, a high level of industrialization.

The configurational similarity asymmetry observed in the sectors of services "Education" (Figure 1g) "Health and social services" (Figure 1h), "Public administration and defense; social insurance "(Figure 1e) and 'Other community, social and personal services" (Figure 1 and) indicate to the existence of common features in the structure of activity of these sectors, causing the perception of the similarity of their innovations.

The structural heterogeneity of industries "Financial activities" (Figure 1d) and "Real estate, renting and business services" become obvious (Figure 1d), which form part of a different stream of innovation. At the same time, the priority of the organizational, marketing and IT innovation in the sector "financial performance" indicates the tools to ensure sustainability of lending activity: the rigid regulated procedures (low permeability for technological innovation), the adequacy of the reality in the presentation of budget sufficiency of households (social innovation) and the logic of development ways of its reproductive activity (marketing innovation) in the stiffness control function of preserving the stability of the social fluctuations access to the resource (development of organizational innovation).

It is possible that such a structural feature can substantially determine the methods and tools of management innovation in a particular sector of services. This leads the author's approach to the typology of service industries (Table 3).

Table 3 -The typology of service industries by the connectivity of the characteristics of innovations and features of the product creation

Branch services	Constraints and opportunities of industrialism	The requirement for a reference model of innovation
Wholesale and retail trade; repair of motor vehicles, motorcycles, household goods and per-	High uniformity, typical tasks serial or activity that does not require the participation of the end user	Can be fragmented, local

sonal items		
Hotels and restaurants	High quantity production-oriented differentiated unified request	Through-type supporting "stylishness of consumption"
Transport and communications	High uniformity, serial or characteristic, of packaged product	Through-type supporting scaling operations
Financial activities	High uniformity, rigidity of rules and regulations of the service	Through taking into account the consistency of procedures are highly regulated activities
Real estate operations, rent and services	Indirect property objectified media results	May be fragmented, local, catching significant features of the client
Public administration and defense; social insurance	High uniformity, rigidity of the rules of	Through taking into account the consistency of procedures are highly regulated activities
Education	Variation depending on the structure formation of the required trajectory results	Through taking into account the consistency of procedures controlled activities
Health care and social services	Variability of the structure, depending on the path of formation of the required results together with high homogeneity, rigidity of the rules and regulations of activity	Through taking into account the consistency of procedures are highly regulated activities
Other community, social and personal services	The diversity of building processes mean arbitrariness industry groups	Through taking into account the consistency of procedures heterogeneously regulated activities

Source: compiled by the authors

Thus, the available technological innovations are applicable for industrialized sectors (wholesale and retail trade; repair of motor vehicles, motorcycles, household goods and personal goods; hotels and restaurants; transport and communications; real estate transactions) and remain relevant in the implementation for the industry customizable services. With high probability, we can assume the diffusion of information and technological innovation just for those segments of the services sector. The market reality predetermines related marketing and information innovations as causing the viability of the business through communication with the expected consumer. The organizational innovations based on technological changes in the main or auxiliary activities for the creation of services perform an adaptive function that determines the degree of flexibility required to access customer and reduces costs of management influence on the quality of services. The social innovations are implemented by all organizations and enterprises in view of the need for appropriate institutional and public factors determining economic activity taking place in a direct contact with the end consumer.

The consideration of the trade as a separate sector in the form of service functions of the transaction can detect effects of technological innovation with organizational expression by comparing traditional forms of trade and online retailers, being defined as the organizational and technological innovations trading. The research statistics show that in the first half of 2015, Russians have acquired in the domestic online stores goods for 305 billion rubles. (28% year by year), and in foreign stores - to 65.05 billion rubles. (+ 81%). For the full year the market cross-border online trade will be about 160.9 billion rubles. (+ 92%), according to the forecast Data Insight, of which 108.56 billion rubles - purchases in Chinese Internet stores (previous year - 45.83 billion rubles.). The average check at the domestic online shopping is in the range of 11 000-15 000 rub.

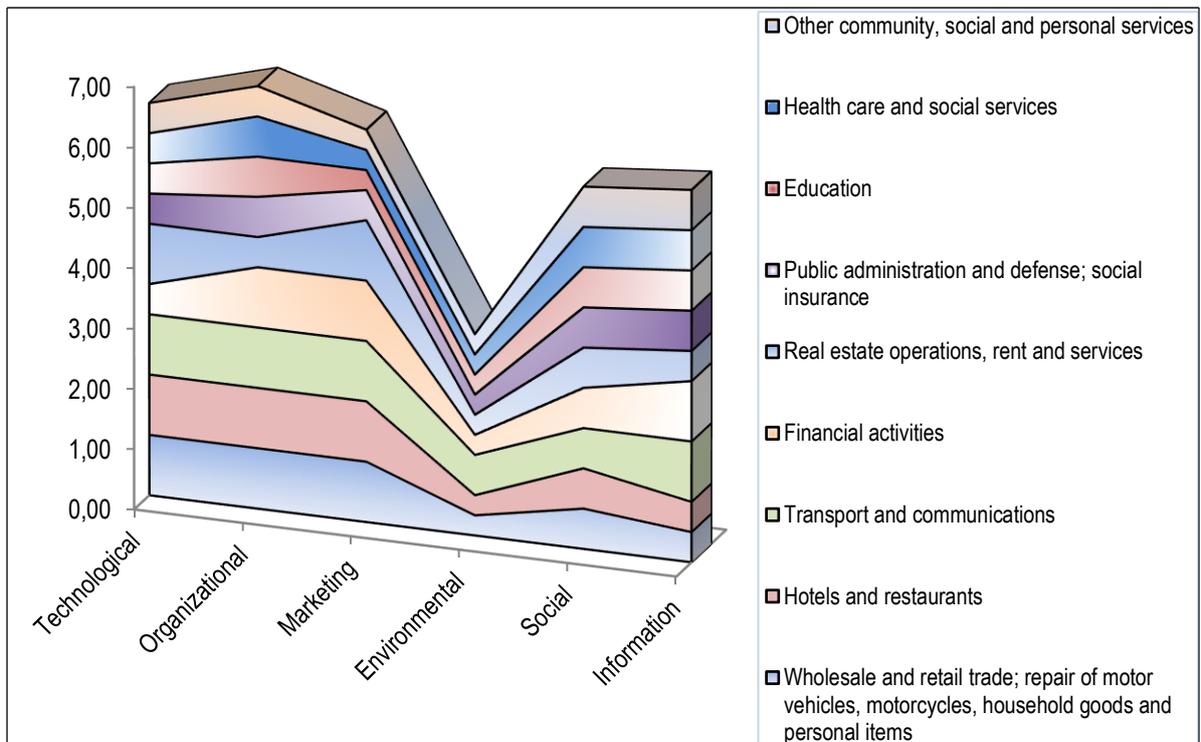


Figure 3 -The intensity of lack of demand for environmental innovations in modern conditions of doing business in the services sector

The cumulative profile of introduction of innovative technologies in the service sector formed in Figure 3 allows you to discover the objective "sagging" of ecological innovations in all branches of service. The environmental innovations are in demand only in economies with excess supply and a significant share of ethical buyers in the market or in the provision of services in direct contact with the physical environment (transport and communication). In this regard, the innovation management must be prepared either to encourage innovative behavior of business operations, or (in the optimistic scenario of responsible producers and consumers to the environment) will face the boom of protective innovations that will require the management of a clear strategy of systematization of ecological function in the logic of commercialization of the results. In addition, the use of broad interpretation of ecological processes, like all types of violation of the natural (natural) background area, allows you to use a broader range of protective measures: the introduction of paperless document management (reducing the need for the production of pulp and paper products, reducing paper waste and so forth.), the transition to a different type of dye used in the hairdressing business and consumer services, the use of detergents of the new generation in the hospitality industry, the use in all sectors of energy-saving technologies for the production of works and interior lighting, arrangement of health institutions in the "green zones" urban systems, the formation of pedestrian zones and the widespread use of the city electrical and mechanical transport, etc.

The development of hypotheses about the demand through innovation indicates diffusion tools as a way to engage and control type of open innovation and diversification as a tool for borrowing from other sectors and other service industries to new ways of enterprise activities. The management fragmented innovation that could give direction or set a pace of business development is likely to require a deep understanding of the laws of uneven emerging willingness of consumers (custom integration of innovation), buyers (fiscal burden) and the maturity of innovative events (the extent of its compliance with the logic of industrial processes sector).

On the basis of the existing ideas about the state of innovation activity of the sector in Krasnoyarsk, summarizing the analytical results of the discussion, it is reasonable to propose a hypotheses about the structuring of managing the innovation process (Table 4) through the introduction of the principle of subsidiarity, by which we mean the possibility of the industrializing possibility and creating diffuse of services.

Table 4 - The usage of subsidiarity as the principle of an innovation management service industries \*

Branch services	Constraints and opportunities industrializuemosti	The requirement for a reference model of innovation	The structure of the innovation (innovation through gaps)		The diffusion of the innovation process
			initial	additional	

Wholesale and retail trade; repair of motor vehicles, motorcycles, household goods and personal items	high uniformity, typical tasks serial or activity that does not require the participation of the end user	can be fragmented, local	technological, organizational, marketing	information, environmental	on the basis of objective requirements of scaling operations (utilization of the network of nature):
Hotels and restaurants	high quantity production-oriented differentiated unified request	through-type supporting "stylishness of consumption"	technological, organizational, marketing	environmental, information	investment in the use of WEB-technologies (increased transparency provided goods and the delivery process, the introduction of the possibility of controlling the configuration of the product by the buyer), the use of non-waste processes operating circuits, or "friendly" environment utilization patterns "emissions"
Transport and communications	high uniformity, serial or characteristic, of packaged product	through-type supporting scaling operations	technological, organizational, marketing, information	environmental, social	
Financial activities	high uniformity, rigidity of rules and regulations of the service	through taking into account the consistency of procedures are highly regulated activities	social, organizational, marketing, information	technological, environmental	Changing Technologies "bundling" products, enhancing the access of non-contact (expansion participants "electronic signature") and paperless
Real estate operations, rent and services	indirectly, property objectified media results	may be fragmented, local, catching significant features of the client	technological, marketing	institutional, environmental, social, information	The expansion of communication networks with financial activities, the creation of new technology access to information
Public administration and defense; social insurance	high uniformity, rigidity of the rules of	through taking into account the consistency of procedures are highly regulated activities	organizational, social, information	technological, marketing, environmental	Changes in communications technology with consumers, the use of technology "electronic signature" and paperless workflow, diversifying in the assortment policy, branding as a tool to enhance the social
Education	variability of the structure, depending on the path of formation of the required results together with high homogeneity, rigidity of the rules and regula-				
Health care and social services					

	tions of activity				responsibility of the service provider, a change in technology operations management methods of teamwork (team building), job description, guidelines (guidelines for the performance of work).
Other community, social and personal services	the diversity of building processes mean arbitrariness industry groups	through taking into account the consistency of procedures heterogeneously regulated activities	social, information	technological, organizational, marketing, environmental	

\* Source: compiled by the authors based on the results of the analysis

## Conclusions

Thus, the term "through innovation" reflects the need to detail the methodology and tools for the management of functional specificity as diffuse of production processes in the segment of "services sphere." The verification of the hypothesis of needs in through innovation for business development and the degree of individualization hypothesis connectivity technologies and products and innovation capacity of the enterprise sector show the practical value of a management of controlling the changes as setting the trends and tools (national, sectoral, enterprise) to control the tempo of development of the sector. The authors' approach to identify and supply the "initial" innovation, providing the rhythm (conformity to each other and are mutually supporting innovative changes in all stages and processes of service) causes an increase of the efficiency of industries and sector organizations as the infrastructure components of the territorial and national economy of Russia. The management approach in the methodology "through innovation" during its implementation is seen as a way of the transformation of practices management by the services sector through the management of its innovations.

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