

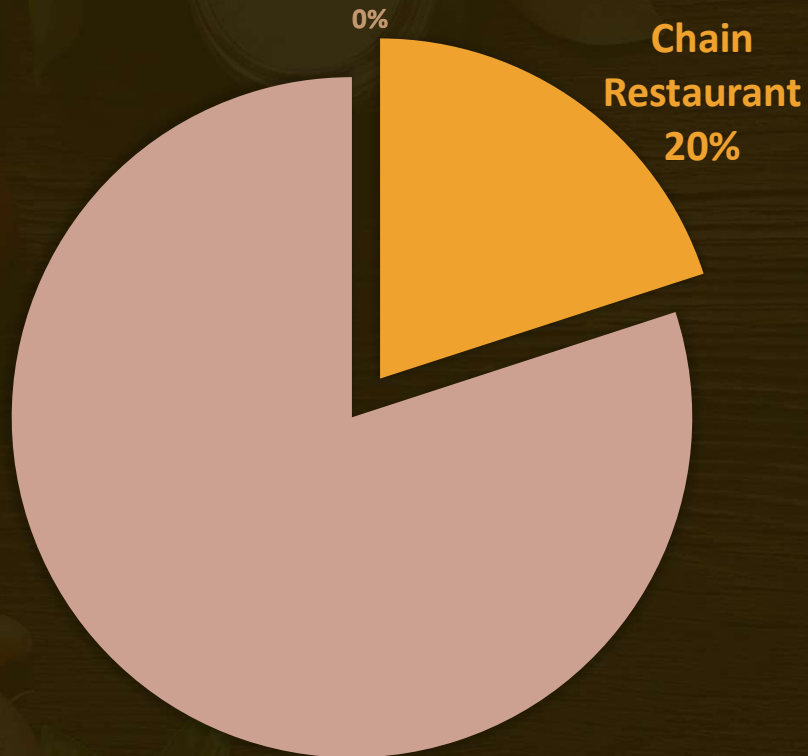


INNOVATION IN SERVICES USING THE DYNAMIC CAPABILITIES APPROACH: a study of restaurant chains in Rio de Janeiro

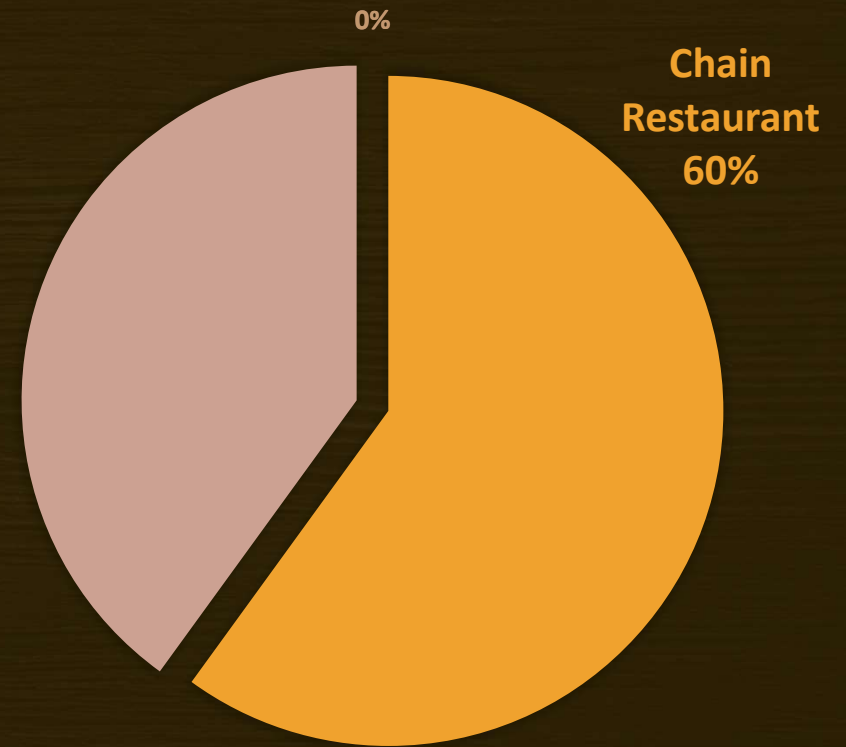
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Introduction

Brazil



USA





Replication Strategy

“create value by discovering and refining a business model, by choosing the necessary components to replicate that model in suitable geographical locations, by developing capabilities to routinize knowledge transfer, and by maintaining the model in operation once it has been replicated” (Winter & Szulanski, 2001, p.730)

Replication Strategy

Exploration

Exploitation

Ambidextrous



Replication strategy major challenges

Standardization

Innovation



Company
Owned

Franchise

Plural
Form

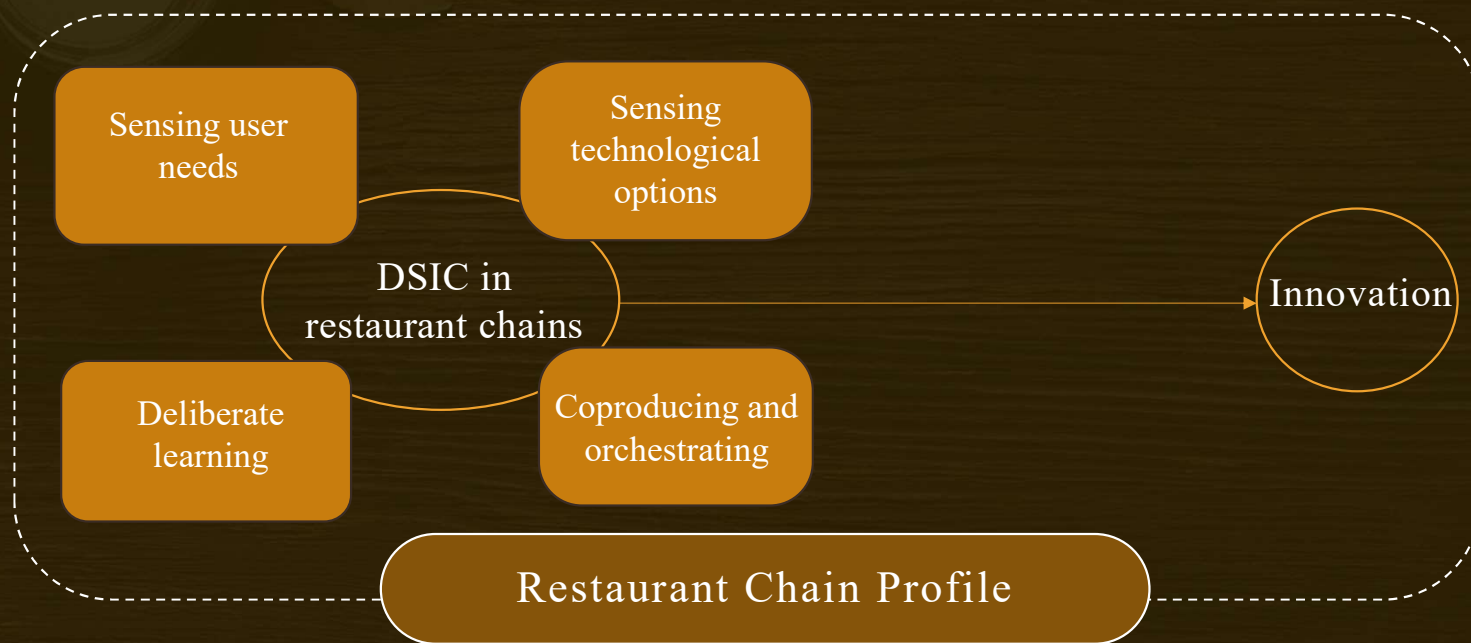




DSIC approach

- Sensing user needs
- Sensing potential technological options
- Deliberate learning (Conceptualizing + Learning and adapting)
- Coproducing and orchestrating

Conceptual model



Research design and method

Quantitative

Unit level

A survey with 318 restaurant unit managers

EFA, CFA, SEM

Qualitative

Chain level

9 semi-structured interviews with restaurant chain managers

Results unit level – Innovator indicator

CHAIN RESTAURANT INNOVATION INDICATOR

		Company		Plural		Franchise		TOTAL	
		N	%	N	%	N	%	N	%
Affirmative responses to INNOVATION questions	0 or 1	45	42%	18	31%	41	29%	104	34%
	2	38	36%	22	38%	48	34%	108	35%
	3	24	22%	18	31%	51	36%	93	30%
	Total	107	100%	58	100%	140	100%	305	100%

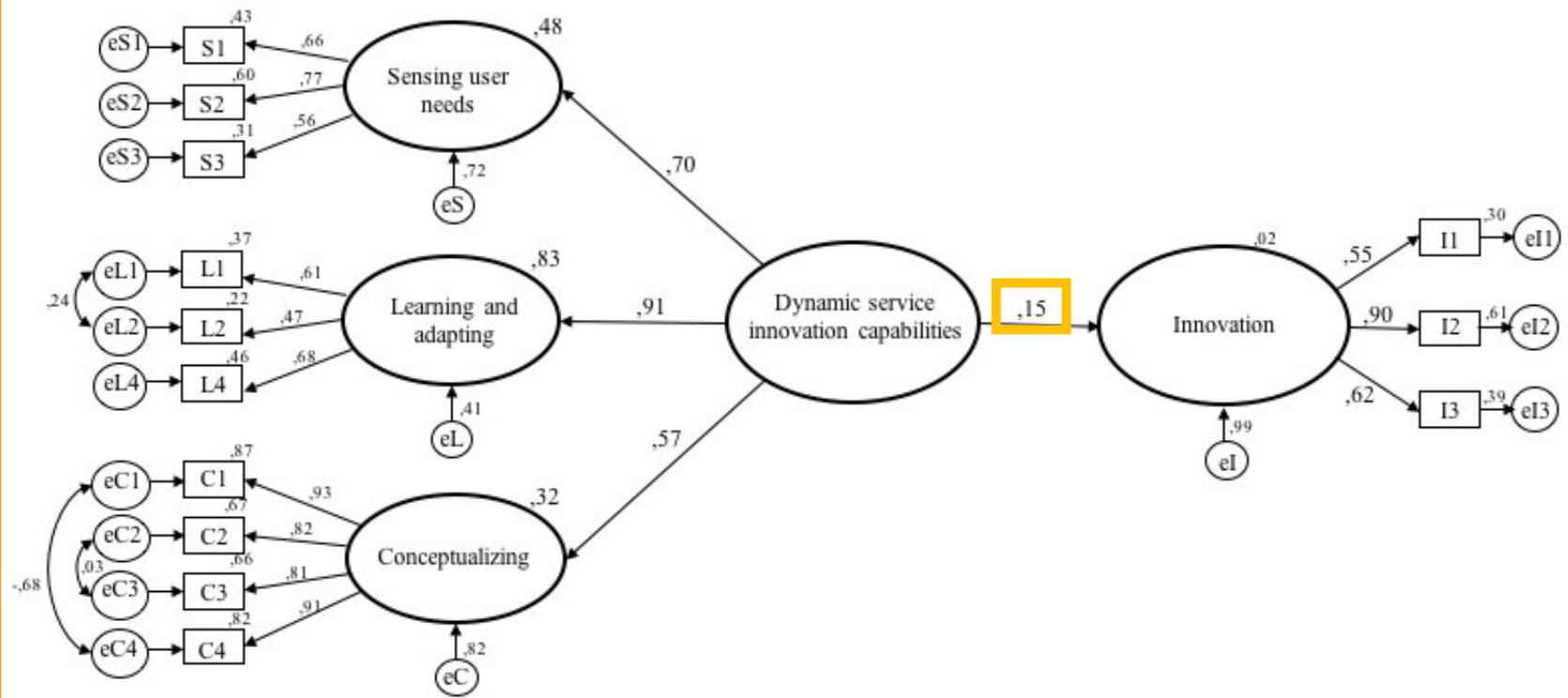
Exploratory Factor Analysis

	VARIABLE	FACTOR 1: Conceptualizing	FACTOR 2: Sensing user needs	FACTOR 3: Learning and adapting	Communalities
C1	New dishes are included in the chain at the suggestion of this outlet	,891			,792
C2	New services are included in the chain at the suggestion of this outlet	,849			,704
C3	Before becoming part of the regular menu, our outlet offers the new dishes on a temporary basis to test the results	,842			,705
C4	Our outlet tests new services before finally implementing them permanently	,835			,751
L1	Our outlet evaluates the results of actions taken for the development and implementation of a new item			,746	,535
L2	We reflect on the developments of the innovations already implemented			,640	,383
L4	Based on our recent experiences, we adapted the process of implementing a new item at this outlet			,445	,349
S1	We observe and evaluate customer needs before we introduce a service		,583		,374
S2	During the use of our services, we evaluate the needs of our customers		,823		,686
S3	Our restaurant can distinguish and segment different groups of customers		,563		,302
	Cronbach's Alpha	,917	,695	,715	
	Eigenvalue (% of variance)	4,425 (40,229)	1,804 (16,396)	1,115 (10,134)	

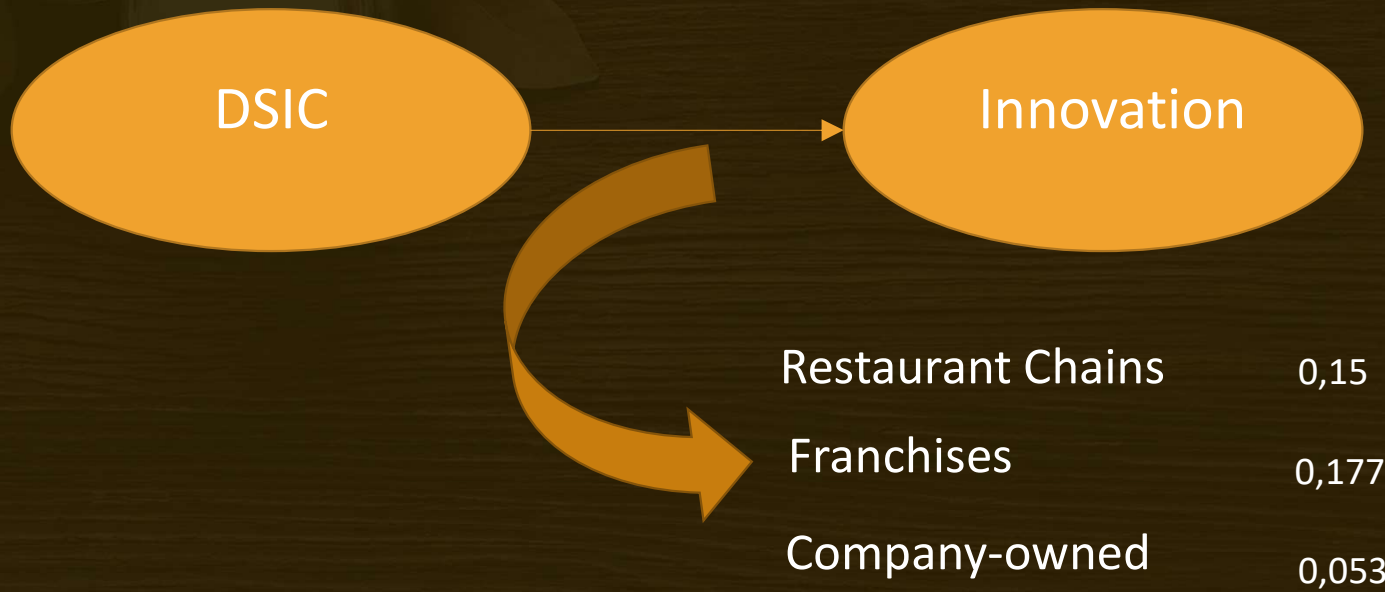
Confirmatory Factor Analysis

	DSIC model	Expected values
CMNI/DF	1,542	< 3,0
GFI	0,972	> 0,9
CFI	0,988	> 0,9
RMSEA	0,042	< 0,05
PCLOSE	0,681	> 0,5

Structural Equation Modeling

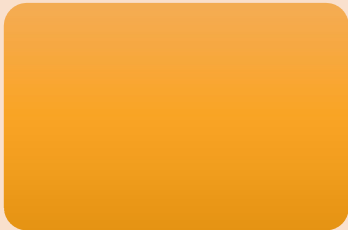


DSIC and Innovation



Results chain level

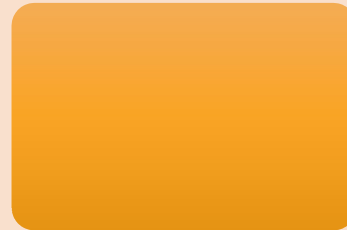
Conceptualizing



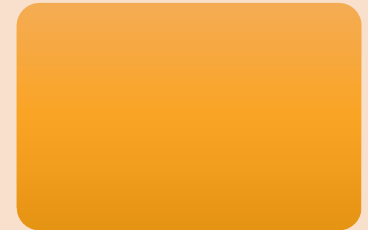
Learning and
Adapting



Sensing user
needs



Sensing
Technological
options



Results chain level

Innovation

Plural form and franchises attach great importance to novelty

Plural form and franchises reported procedures to incentivize innovative thinking

Standardization

Company-owned chains - based exclusively on employee training

Franchises and plural forma invest in a model outlet



Final Remarks

- Scale to measure DSIC in restaurant chains
- The form of expansion influence the chain's attitudes to innovation.
- Company-owned chains should stimulate the creative environment.
- DSICs performed by the restaurants units do not contribute strongly to chain innovations



Thank you

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