

Final Report: Junior Research Stay at University of British Columbia

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The Alignment of Institutional Pillars within and across Service Ecosystems

to facilitate Resource Integration

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With the lens of institutional theory, my research is intended to explore the mechanism that drive the resource integration in service ecosystems for value cocreation. As resource-integrating actors may face institutional complexity, the misalignment among the institutional pillars may hinder successful resource integration or may even lead to value co-destruction. In order to improve the sustainable usage of resources in service ecosystems, the core is to study the actors' behavioural intentions influenced by their perceptions and judgements. My case study will be from air transportation, for which the efficient arrangement of resource is crucial to build an economically and ecologically sustainable industry.

The main goal of my research stay in University of British Columbia, Vancouver was to get more insights of JUMP (Judgment Uncertainty and Magnitude Parameters) model (Chandrashekar et al, 2007), and find a way to incorporate institutional aspects into the model therefore consolidate the collaborated research topic for the next step of empirical study. After talking to a small group of frequent business travellers that are locally connected, we noted that passengers have no clear awareness of the concept and content of their "Uncertainty", though they have quite often encountered problems of misunderstanding or conflict in communication, or lack of effective solutions for problem-solving from service provider according to their flying experiences. With some literature review afterwards, the "Uncertainty" in JUMP model was decided to be broken

down into “Source of Uncertainty”, “Content of Uncertainty” and “Control of Uncertainty”. At the meantime, a set of 30 interview questions based on the institutional pillars grid was developed for further qualitative study in order to explore the potential institutional elements that are embedded in the dimensions of “Uncertainty” we have structured. In addition, we noted that “uncertainty” in literature is quite often related to “complexity” which is based on the concepts of “differentiation” and “interdependency”. As one of our respondents recalled, the customer service employee of an airline customer service once showed certain degree of “decoupling behavior”, it is definitely a new perspective that finally bridged us to a more concrete research focus of “the relationship between cross-functional misalignment and customer uncertainty”.

The stay in UBC was very beneficial. I am glad that I was able to finally locate a concrete focus, therefore promoted this collaboration between Free University Berlin and University of British Columbia a little further. This research work would be the first initiative with UBC so far from our department. During my research stay in UBC, the most impressive part I found is their rich online resources. Plenty of e-books are available for download, which is definitely convenient for researchers and a time-saving solution. As my responsibility of marketing an executive program in Free University Berlin, I am relatively more interested in their management of alumni network. UBC has a dedicated Alumni Center. And it can be well noted that the support from UBC alumni network greatly helps to build a better learning environment for UBC students. Last but not least, though I do not have access to the rich summer courses listed open to the programmed students, I was lucky enough to experience an open session of data mining, and really surprised to see how active UBC summer programs make UBC campus such a little busy world union.

I very much appreciate the chance from UAS mobility program for me to communicate with and learn from world leading scholars in UBC. The exchange has greatly enhanced my project both academically and empirically.