

# Sustainability-Oriented Service Innovation (SOSI)

## Value co-creation and business results: evidence from Spain

FORTHEM 2026

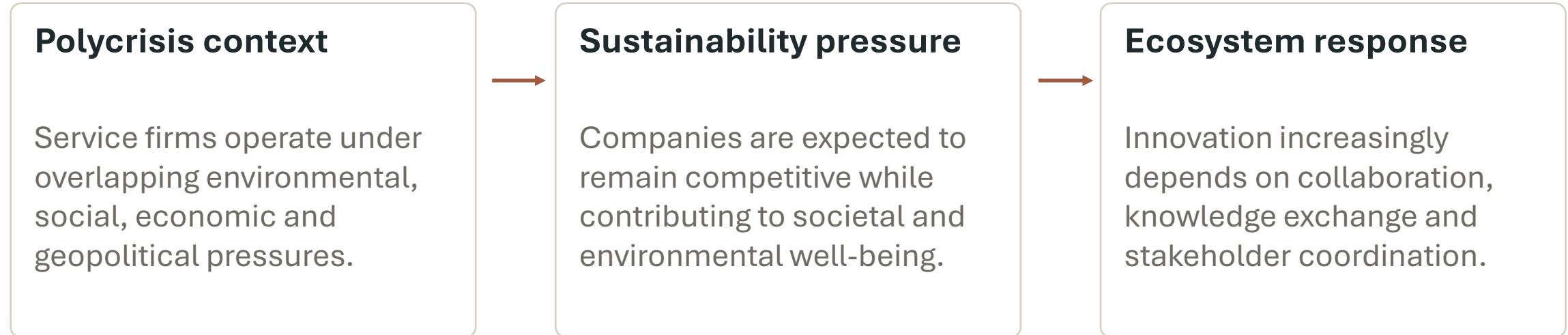
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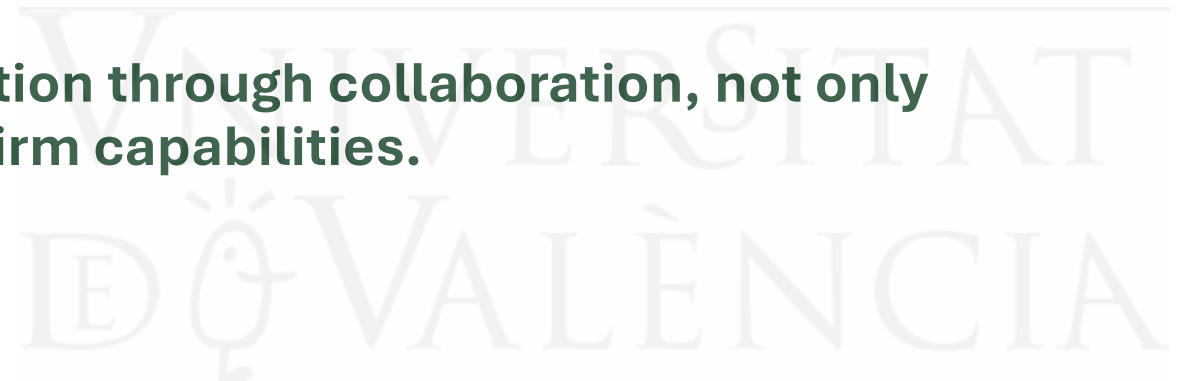
**Presented by** Mariia Bordian · University of Valencia · 5 June 2026

**Authors:** Moise Mihaela Simona · Marín-García Antonio · Bordian Mariia · Ruiz-Molina Maria Eugenia · Gil-Saura Irene

# Importance of the topic

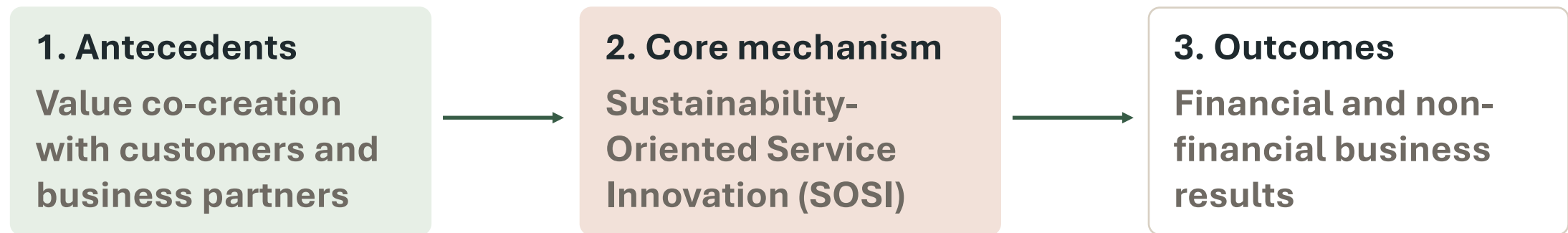


**This is why we look at service innovation through collaboration, not only through internal firm capabilities.**

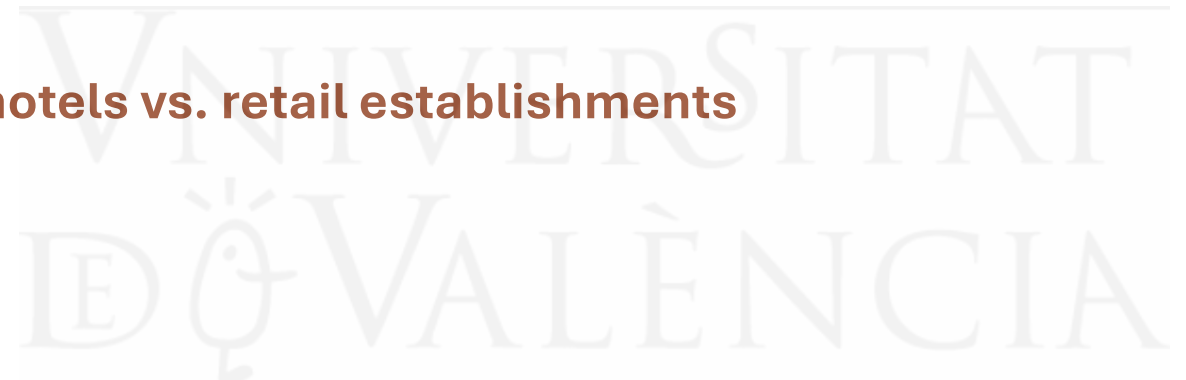


# Research question

**How do value co-creation relationships with business partners and customers foster SOSI, and how does SOSI translate into business results across hotels and retail?**



**Moderating lens: activity sector - hotels vs. retail establishments**



# Three concepts in plain language

## Value co-creation

The firm does not innovate alone. It exchanges knowledge, ideas and resources with customers and business partners.

Suppliers, distributors, service providers

## SOSI

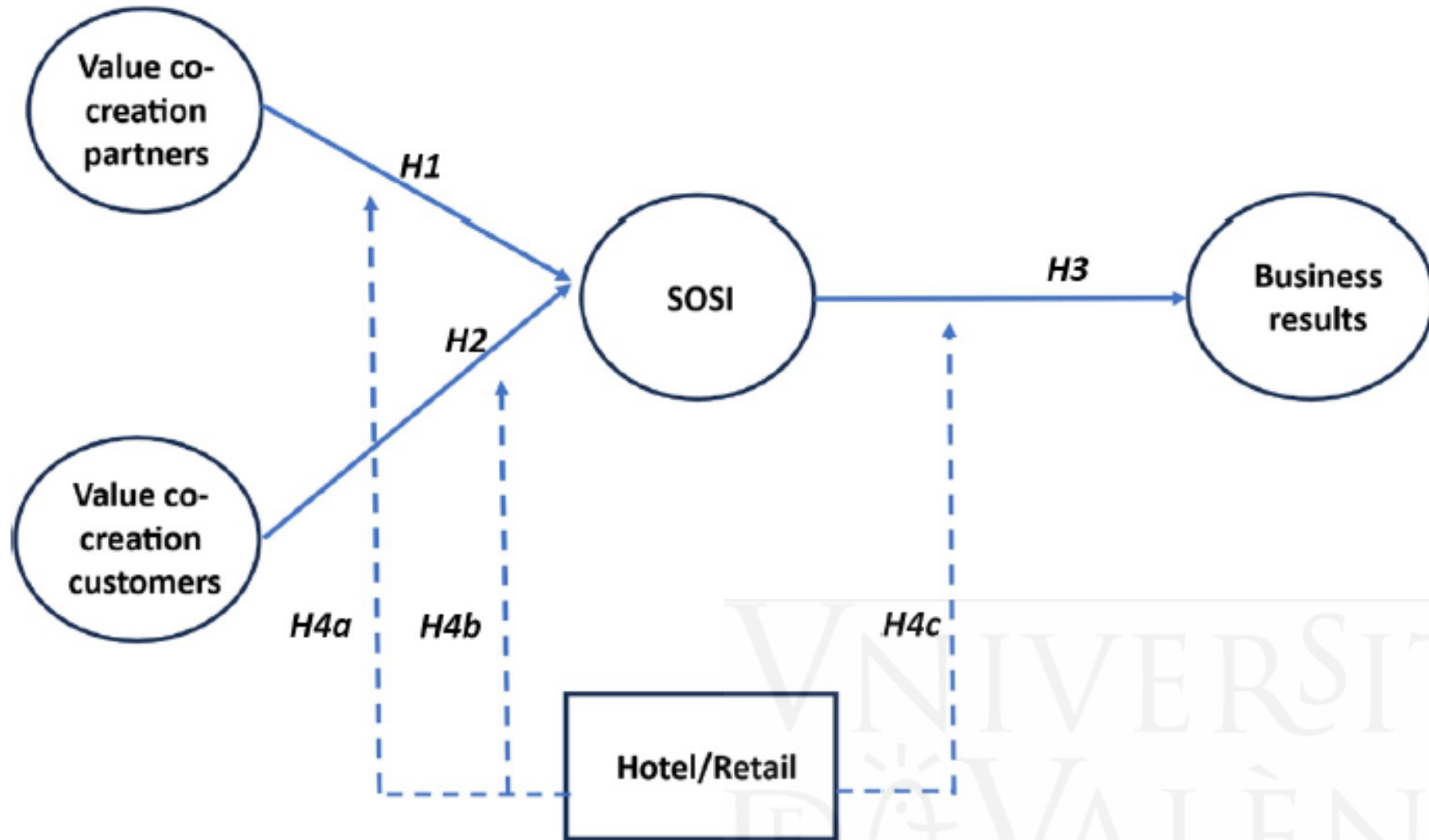
Service innovation that integrates sustainability into service design, delivery, organisation and market relationships.

## Business results

Not only financial performance, but also non-financial outcomes such as competitiveness, image and stakeholder value.

**In short: collaboration → sustainable service innovation → broader business value**

# Conceptual model



# Method

Quantitative evidence from Spanish service firms

## Sample

450 managers  
250 hotels  
200 retail  
establishments

## Instrument

Structured online  
questionnaire  
7-point Likert scales

## Analysis

PLS-SEM  
Bootstrapping  
5,000  
subsamples

## Comparison

Multigroup  
analysis  
Hotels vs. retail  
MICOM check

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# Overall results

## Partners → SOSI

$\beta = 0.441$   
 $p < 0.001$

## Customers → SOSI

$\beta = 0.245$   
 $p < 0.001$

## Business results

$\beta = 0.682$   
 $R^2 = 0.469$

## SOSI

$R^2 = 0.424$

# Sector differences

The hotel sector shows stronger ecosystem dependence

|                  | Hotels | Retail |                        |
|------------------|--------|--------|------------------------|
| Partners → SOSI  | 0.631  | 0.243  | Significant difference |
| Customers → SOSI | 0.184  | 0.136  | No major difference    |
| SOSI → Results   | 0.708  | 0.531  | Significant difference |

**In hotels, sustainable innovation depends more strongly on partner collaboration and translates more strongly into performance.**



# What do these findings mean?

## For service firms

SOSI should not be treated as a communication label. It requires real collaboration with external actors.

## For hotels

Partnerships are especially relevant because hotel experiences depend on multiple actors and service encounters.

## For retail

Collaboration matters, but the sector may rely more on standardised processes and operational efficiency.

**Sustainable innovation is a relational capability, not only a technical or environmental action.**

# Implications for responsible innovation ecosystems

Where public institutions can make a difference

## Support collaboration

Create spaces and incentives for firms, suppliers, customers, universities and public bodies to co-design sustainable services.

## Reduce transition barriers

Support investment, training and knowledge transfer, especially for small and medium-sized service firms.

## Avoid one-size-fits-all

Sector-specific policies matter: hotels and retail do not transform through exactly the same mechanisms.

**Policy point: sustainable innovation ecosystems require more than regulation; they also require a collaborative infrastructure.**

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# Final takeaway

**Sustainable innovation in services is not only a firm-level challenge.**

**It is a collaborative ecosystem process involving companies, customers, partners and institutions.**

**In service sectors, sustainable innovation becomes stronger when companies do not innovate alone.**

**Collaboration with customers and business partners helps transform sustainability from an aspiration into service innovation and business value.**



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**Thank you for  
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