



# LUND UNIVERSITY

## Public Service Logic from a Systemic Perspective Challenges in Advancing User-Oriented Welfare Services

### Challenges in Advancing User-Oriented Welfare Services

Danielsson, Pernilla; Westrup, Ulrika

2024

*Document Version:*

Peer reviewed version (aka post-print)

[Link to publication](#)

*Citation for published version (APA):*

Danielsson, P., & Westrup, U. (2024). *Public Service Logic from a Systemic Perspective Challenges in Advancing User-Oriented Welfare Services: Challenges in Advancing User-Oriented Welfare Services*. Abstract from Innovation in Public Services and Public Policy Conference (PUBSIC), Venice, Italy.

*Total number of authors:*

2

#### General rights

Unless other specific re-use rights are stated the following general rights apply:

Copyright and moral rights for the publications made accessible in the public portal are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

- Users may download and print one copy of any publication from the public portal for the purpose of private study or research.
- You may not further distribute the material or use it for any profit-making activity or commercial gain
- You may freely distribute the URL identifying the publication in the public portal

Read more about Creative commons licenses: <https://creativecommons.org/licenses/>

#### Take down policy

If you believe that this document breaches copyright please contact us providing details, and we will remove access to the work immediately and investigate your claim.

LUND UNIVERSITY

PO Box 117  
221 00 Lund  
+46 46-222 00 00

# **Orchestrating Resource Integration**

## **The Central Role of Coordinators in Innovative Welfare Services**

Pernilla Danielsson and Ulrika Westrup  
Department of service studies  
Lund University  
Sweden

### **Introduction**

This study aims to deepen our understanding of the factors that empower coordinators to effectively execute their duties within complex systems for innovative and sustainable welfare services. Numerous studies emphasize the crucial role of both expert competence and a distinct coordinator role (Eriksson 2019; Williams, 2002, 2013; Danielsson and Westrup 2022). These coordinators, who could be service providers such as team leaders or project managers, are pivotal in encouraging resource integration behavior (Danielsson and Westrup, forthcoming). Key responsibilities include advocating for value throughout the integration process (Grönroos 2021), centralizing the organization and management of resource integration (Galbraith 1999), and structuring processes to navigate complexity (Normann 2001) to enhance efficiency. Moreover, coordinators must create arenas (Crosby, Bryson, and Stone 2010) where stakeholders can discern the interrelations between knowledge, resource capacity, and value (Lusch and Vargo 2014). This necessitates mastering specific skills while remaining adaptable to various orchestrator roles as circumstances demand (Hurmelinna-Laukkanen and Nätti 2018). Investigating how project managers and coordinators experience and manage the task of integrating resources and work to promote resource integration behavior within and between different organizations can elucidate key conditions for service innovation.

### **Methods**

This qualitative study examines two distinct cases. The first case, involving temporary project managers (2020-2022) within a financial collaborative association comprised of four authorities (municipality, healthcare, employment service, and social insurance), aimed to facilitate the spread of resource integration behavior among these authorities. The empirical material from this project includes 13 focus group interviews with 12 project managers and six network meetings featuring representatives from the collaborating authorities. The subsequent case centers on permanent coordinators within adaptive projects as part of a research circle (2021-2023) consisting of two academics and eight practitioners, spanning 11 meetings. These practitioners, all working as coordinators in municipal welfare administrations overseeing education, health, and social services, alongside regional healthcare, were tasked with leading and coordinating various actors and their resources to co-create value more effectively for users.

### **Results and Discussion**

The findings underscore the opportunities to devise innovative strategies for resource integration behavior that enhance innovative welfare services. It is critical to emphasize that coordinators working from an outside-in perspective need to possess flexibility and creativity, as they cannot rely on manuals, project descriptions, or their own expertise but must co-create sustainable solutions tailored to individual and societal needs and circumstances. The study accentuates the significance of collective leadership among coworkers and active involvement

of service users in this context. Additionally, the results highlight the importance of coordinators being able to perceive and describe innovative welfare services within a broader context that encompasses various levels of innovation, including conceptual innovation and workplace innovation. This is integral to fostering motivation and commitment that can lead to collective leadership in resource integration behavior.