

THE ONE STOP SHOP MODEL – A CASE STUDY OF A DIGITAL INNOVATION HUB

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Abstract: The model of ensuring the availability of multiple services in one place with One Stop Shops (OSS) is a nod to customers and meeting their needs. OSS, whether implemented in a fixed or virtual formula, are designed to provide value to the customer by integrating fragmented services, saving time and thereby reducing costs associated with searching for a service provider, among other things. OSS customers include both individuals and businesses. The latter, striving to gain and maintain a competitive advantage, seek support from various organizations looking for information, consulting, and training services, as well as, for example, advanced services in the area of business digitization. The purpose of the article is to review the literature on the typology and functions of service providers in the One Stop Shop model and to answer the question of whether the proposed package of services and support instruments by Digital Innovation Hubs (DIH) meets the conditions of the OSS model. The method of literature review and case analysis was applied, relating the elements of OSS to the specifics of the operation of one of the first digital innovation hubs in Poland. The portfolio of services provided by DIH4Industry was related to typical OSS models, confirming the comprehensiveness of the services provided and defining the type of OSS.

Keywords: digital innovation hub, DIH, One Stop Shop, OSS

JEL classification: L10, M31

Introduction

One Stop Shop (OSS) is now a popular service delivery model in the public sector. Focusing on users, their needs, and integrating several services into a single service process to ensure speed, efficiency, and, above all, economy in delivering the

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expected value to the customer are the elements that guide the OSS concept (Bridge & O' Neill, 2017). This model of service delivery in more or less advanced forms is being adapted by other service providers from both private and public-private sectors, striving to provide high-quality services for the satisfaction of the customer, who increasingly cares about time and comfort as a recipient.

Relatively new in the European and Polish markets, providers of services in the area of digitalization of enterprises are Digital Innovation Hubs (DIHs). By design, through the composition of the consortium forming the DIH, they are intended to provide comprehensive services in the OSS model, guiding companies through the process of digital transformation from the beginning to the end (end-to-end delivery).

The purpose of the paper is to present the typology and functions of service providers in the One Stop Shop model and to analyze the Digital Innovation Hub concept on the example of a Polish hub (hub4industry) based on different OSS models. The first part introduces the specifics of OSS and the variety of models found in literature and practice. This is followed by the conceptualization of digital innovation hubs, as conceptualized by the European Commission. The last part of the paper focuses on the case study of the hub4industry Digital Innovation Hub run by the Kraków Technology Park as an example of a successfully operating hub in the comprehensive, holistic DIH.

The concept of the One Stop Shop – overview of literature

The concept of the one stop store emerged back in the nineteenth century as a model for a department store providing the customer with access to a wide catalogue of services under one roof. It has transferred over time from the private sector to the public sector and is now most commonly associated with that sector. The goal of OSS in the public service area is to strive to integrate services as much as possible to prevent them from becoming too fragmented, ensuring that the customer can complete as many things as possible in “one window” (Howard, 2017). By design, OSS is recipient-centric and addresses such challenges as:

- accessibility – providing the right groups of service recipients with direct access through a variety of channels,
- speed – reducing the time needed to deliver the service to a minimum, both from the point of view of the customer and from the point of view of the commitment of the supplier's resources, while ensuring that the value that goes to the customer is delivered the first time, simplifying procedures and processes,
- commitment – the supplier's focus on the customer's needs, tailoring the offer to the customer's requirements, preceded by a needs analysis, to ensure that the process is citizen-centric and customer-centric. Moreover, this aspect emphasizes the role of the customer in shaping OSS processes through the feedback provided,
- responsiveness – the existence of “intelligent” mechanisms that analyze and eliminate differences in the level of meeting customer requirements and in responding to the necessary changes resulting from the process,

- value – the customer must believe and experience that their needs are met, the point of service is to be profitable, and the value perceived by the customer is to depend on the customer’s performance, not the supplier’s processes,
- integration – the OSS one-stop shop should eliminate the “wrong door” policy, ensuring that the customer is as satisfied as possible with the satisfaction of his or her combined subject needs through a single contact with the provider (Gashi & Krasniqi, 2019; Reid & Wettenhall, 2015),
- satisfaction – the service recipient must to be fully satisfied with the service provided (Flumian et al., 2007),
- cost-effectiveness, efficiency – the cost of service delivery per unit should be reduced as a consequence of avoiding duplication of the same services or parts of them (Howard, 2017),
- personalization – an even greater individual approach to the customer based on the market segmentation performed, the continuous study of customer needs and behavior (Re-inventing..., 2017).

In the literature, there are various models of service delivery in the OSS model. Their breakdown, according to selected criteria, is presented in Table 1.

Table 1. One Stop Shop models by selected criteria

Criterion of division	Specification
User experience	The first stop shop – information points on selected services, requires another step to finalize the service, presents only information on how and where to complete the service.
	The second stop shop (convenience store) – offers various transactions possible “under one roof” or on one website; can be implemented through an assigned account manager.
	The true One Stop Shop – a complex one-stop customer service center in one place.
Type of service	Informational – provision of information services only.
	Transactional – comprehensive service that ends in a transaction, rather than being limited to information only.
Integration level	Co-located – services provided by different agencies under one roof, with provider representatives able to authorize transactions in OSS, managed separately.
	Integrated – comprehensive service, customers can apply for the service, but will still need to authorize off-site service providers, integrated budget, management.
Places of service provision	Physical point – a physical place available to the customer at a designated location.
	Virtual – a website, an information portal, or a portal that gives the possibility of providing electronic services.
	Mixed – a combination of physical and virtual points.

Service portfolio	Narrowed – one service implemented from start to finish within the OSS.
	Broad – multiple, integrated services provided within the OSS, complementary, interrelated.
Partner structure	Simple (intra-institutional) standalone points, for example, one institution with a broad portfolio.
	Consortium (umbrella structure, inter-institutional) – several – more than a dozen partners providing comprehensive services under a partnership agreement; partners may be from the same level of service provision or from other levels (e.g., regional level, government level, etc.).
Autonomy	Highly independent – an independent OSS with its own budget, business model, and service process.
	Dependent – within the organization, lack of autonomy, link to the budget of the parent unit.
Service coverage	Local, regional, national, international – the nature of the service, refers to the geographic coverage.
Channels	Telephone, landline (face-to-face), virtual, e-mail, chat, bot, avatar (channels can be combined).

Source: Own elaboration based on (Askim et al., 2011; Re-inventing..., 2017; OECD, 2020)

There is no single One Stop Shop model that is effective in all conditions. The design of such services begins each time with an analysis of the target group, its needs, and limitations. Different OSS models will work well in different areas of life (OECD, 2020). In the case of public services, the information model (the first stop shop) is used to provide comprehensive information on the next steps to be taken to achieve a goal. An example of this is the European funds' information points physically located in many cities, aimed at both citizens and businesses. This model, too, is now increasingly being used in an online format. Functioning e-portals provide complete, often after selecting specific criteria, also personalized information (e.g., business.gov.pl). Some of the e-portals are more advanced and offer transactional services in addition to comprehensive information, providing the customer with access to e-services and the ability to handle official matters from anywhere.

One stop shops are both individual institutions offering support in a selected service from start to finish (life event). An example of this type would be an entrepreneurship center supporting an entrepreneur from the moment of business idea, company registration, development, obtaining financing, to market expansion. The offering can be managed by a single consultant in this model. On the other hand, grouping various institutions “under one roof” (from the second stop shop) requires the client to move from provider to provider, but gives them access to a catalog of related or complementary services in one place. An example is the concentration of services, i.e., construction project preparation, material availability, banking, insurance, and transportation services in one place.

More developed institutions, such as science and technology parks, are OSS with a broad portfolio, where in addition to infrastructure, the customer can count on support in the area of consulting, training, networking or promotion, but also research and development, and implementation (the true OSS). Increasingly, however, service providers are forming consortia, which provide the opportunity to build a comprehensive service in the OSS (umbrella) model using the potential of partners. This reduces the investment costs that each of them individually would have to incur in order to implement the entire service in-house, and allows the use of available human, technical, and information resources of the consortium members. Examples of this are industry clusters, innovation hubs, or technology agreements.

Today, One Stop Shop is therefore a metaphor for the goal behind service delivery to establish a single point of contact where a customer can come to complete a fully comprehensive order without wasting time, money and remaining satisfied (Reid & Wettenhall, 2015). This is a business model commonly used by providers of various types of services, not just public ones.

Digital Innovation Hubs – digitization services in one place

There is an ongoing discussion in the literature about what innovation hubs really are and how to measure their potential and effectiveness. This attempt was made, among others, by Toivonen and Friederici (2015), who, after many years of research, concluded that:

- hubs build a kind of collaborative community with entrepreneurial individuals at their center,
- the determinant of an innovation hub is the diversity of its members and their heterogonic knowledge, which increases the likelihood of innovative solutions,
- hubs facilitate creativity and collaboration in physical and digital spaces, through the creation of coworking spaces, the organization of integrative events that allow for the exchange of knowledge,
- a sense of shared values is noted in hubs; importantly, they have global overtones, creating a global culture of entrepreneurship and innovation.

Giaccone and Longo (2016) define innovation hubs as catalysts for transforming ideas into practical solutions, something like a research and development center. This definition is based on the roles that innovation and entrepreneurship centers currently play, especially the most comprehensive ones, such as technology parks (Rudawska, 2020).

Innovation hubs in the literature are often equated with partnership and co-working initiatives, providing opportunities for a variety of services to support the innovation process such as networking, incubation, acceleration, access to consulting, training, and financing. They are formed by various entities that feed the hub with complementary resources (Jiménez & Zheng, 2021; Smith & Muyoya, 2020).

Digital Innovation Hubs (DIHs), on the other hand, are innovation hubs specialized in the area of digitization. DIH is an instrument adopted by the European Commission in 2016 as part of the Digital Single Market package with the main idea of supporting traditional industry companies in their digital transformation (European

Commission, 2016). Over time, the idea has become a permanent part of the Digitization of Europe Program, with a network of digital hubs to stimulate the adaptation and development of modern technologies such as artificial intelligence, cybersecurity, high-performance computing (HPC), augmented and virtual reality, BIM, big data, among others, and further strengthen the digital competencies of companies and residents of the European Union.

DIHs are considered in this view as one stop shops – one stop shops that help companies become more competitive with respect to their business/production processes, products, or services using digital technologies, providing access to technical expertise and experimentation so that companies can test the product/service before investing. They also provide innovation process support services, such as financial advisory, training, which are essential for a successful digital transformation.

By design, DIHs should be regional in scope, operating services close to the customer by providing access to four key areas of support (Figure 1). While the European Commission aims, through its funding programs, to establish a DIH in every EU region, it also supports activities that network hubs at a supra-regional and even international level.

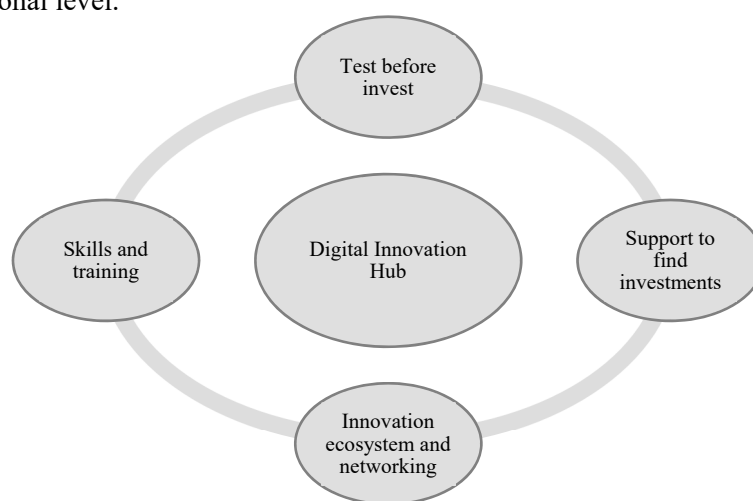


Figure 1. The concept of comprehensive support services Digital Innovation Hub

Source: Own elaboration based on (European Commission, 2020)

Experimenting and testing solutions before the final purchase is an important part of the concept of the digital innovation hub. Test before invest service is to reduce the risk of investment failure to match the service to the customer's requirements by combining it with digital readiness testing. Such activities take place in showrooms, demonstration spaces called technology demonstrators.

Digital Innovation Hubs act as competence centers; their task is to provide access to the knowledge package, by providing basic and specialized training for companies, organizing awareness campaigns in the area of digitization of processes, promoting modern technologies and solutions in the areas of artificial intelligence, additive printing, cyber security, big data, and others (Crupi et al., 2020).

Another area is the provision of advisory and investment support. The idea is to give entrepreneurs access to consulting services, audits of the level of digital maturity, preparation of a roadmap for digitization, as well as to identify and help raise funds for this purpose, whether from EU programs, private funds, or venture funds.

The spinning element of the ecosystem is the networking activities. The DIH acts as a broker connecting the scientific and business community, animating cooperation that results in new and innovative ventures that increase the competitiveness of SMEs in the regions.

The composition of partnerships forming digital hubs is diverse. The survey of 290 registered DIHs presents nine organizational forms of DIHs, which can include operating as part of a public organization, networking without a formal structure, operating as part of a private institution, public-private partnerships (PPPs), foundations, joint ventures, projects with a defined duration or implementation by government agencies (DIHNET.EU, 2020).

DIHs are ecosystems, partnership networks working to support innovation and business development, especially of SMEs in the area of digitization, they behave like an orchestrator of digital services combining the necessary competencies under one banner (Figure 2).

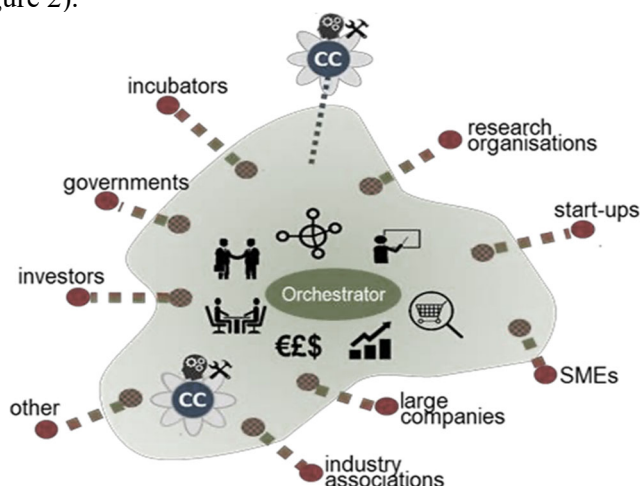


Figure 2. Composition of the Digital Innovation Hub

Source: (European Commission, 2017)

The legal and organizational form is of enormous importance for the adopted model of service delivery, influences the possibilities of obtaining funding for new projects, dictates the ways of contracting with subcontractors, and represents in other cooperation networks. DIHs have discretion in the organization and composition of the consortium as well as in the choice of working methods to fulfill their role in providing comprehensive support services. Within DIHs, research and development units, innovation and entrepreneurship centers, including technology parks, incubators, gas pedals, as well as venture funds, chambers, and regional development agencies, play an important role. An important element that translates into support programs

and regional policies are organizations and public authorities. Promotion and networking on an international scale are provided by cooperation networks such as the European Enterprise Network (EEN). The area of providing digital competence, knowledge sharing, on the other hand, is secured by universities, competence centers, vocational training centers. Expertise, and technological implementations are the domain of technology companies, ICT, which are integral to DIH (Crupi et al., 2020).

Methods

The method of literature review and case analysis was applied, relating the elements of OSS to the specifics of the operation of one of the first digital innovation hubs in Poland.

The case study method, in broad terms, is an approach appropriate for cognitive tasks that seeks to deepen areas of knowledge regarding the phenomenon under study, which has not yet been sufficiently recognized. What prevails in the use of the method is that the researcher herself is an important part of the research process – through her participation in the study or contributed experience, knowledge of the subject matter (Mielcarek, 2014).

Data were collected during the literature review and were inspired by the research of the Innovation and Entrepreneurship Centers in Poland (Mażewska et al., 2021). The purpose of the survey was to verify the potential of institutions that support the development of the SME sector. The author decided to deepen the part of the study on digitalization and DIHs by obtaining information on hub4industry from a Krakow technology park and using those data for separate case study analyzes. This information was collected through an open question interview with the leader of the hub4industry project in March 2021. In the research process, pattern matching was used, which involved comparing the empirical results obtained to a pre-prepared projection derived from the researcher's pre-knowledge, in this case regarding OSS and DIH.

Hub4industry – the example of the complementarity of the technology consortium's offerings

Hub4industry is a Digital Innovation Hub created by a consortium led by the Krakow Technology Park (leader), ASTOR and T-Mobile, Tadeusz Kosciuszko University of Science and Technology in Krakow, as well as the BIM Cluster and the Kosciuszko Institute.

The consortium is one of five pilots selected as part of the 2019 Ministry of Development, Labor and Technology competition and with funding from the "Industry 4.0" Program under the competition "Standardization of digital innovation hub services to support the digital transformation of enterprises". The project covered the years 2019-2021.

The Hub specializes in the following technologies and areas: 5G network connectivity, automation and robotics, Internet of Things (IoT), artificial intelligence (AI), augmented and virtual reality (AR and VR), cloud computing, BIM technology, 3D printing, cyber security.

According to the DIH concept, hub4industry covers the following key areas:

1. Test before invest. At the consortium's disposal, the Factory of the Future showrooms, the so-called technology demonstrators, are located in two Kraków locations, where service providers, i.e. ASTOR, T-Mobile together with the Kraków Technology Park, have created an experimental space for SMEs interested in Industry 4.0 solutions and technologies. The space totals 2040.00 sq. m. and is equipped with integrated workstations enabling demonstrations of individual technologies. The hub4industry showroom presents the entire course of the value chain from concept, procurement, logistics, to product manufacturing, and distribution. The entire manufacturing process and the operating conditions of the equipment and IT systems are monitored and visualized. It is further supported by a 4.0 diagnosis according to the ADMA (Advanced Manufacturing) methodology, which helps to create a plan to implement Industry 4.0 solutions in a company.
2. As part of the training activities, the hub4industry Academy is organized, which, in addition to stationary training courses at different levels, webinars, and industry seminars, is supported by an e-learning platform with access to free courses prepared by consortium members.
3. The hub provides support in acquiring financing for investments in the area of Industry 4.0. It cooperates with national and European institutions in this regard.
4. Networking and cooperation include the organization of networking sessions to animate cooperation between industry, solution providers and customers, business, and government representatives. The project has held more than 100 meetings both on site and online.

Analyzing hub4industry in terms of the One Stop Shop models and breakdown criteria presented earlier, it can be seen that the consortium's composition provides customers with services in a holistic, full OSS model (the true OSS model):

- is an OSS implemented in the form of a consortium of entities, which corresponds to the umbrella model, bringing together several partners with complementary resources for the comprehensive provision of digital transformation support services,
- offers information services through the www.hub4industry.pl portal, awareness through knowledge dissemination activities and networking activities, which typifies it as an OSS providing services in a mixed model in an online and stationary form,
- also provides access to transactional services – guiding the customer from the beginning of the inquiry through the entire support process in the path of digital maturity audit, pre-investment experimentation, specialized consulting, incurring competence, financial consulting, implementation activities, in the form of assistance with integration and launch of new: machinery, equipment, and software,
- the model, due to the place of service provision, is mixed, with physical services available in the so-called showrooms of the Factory of the Future, as well as the offer supplemented by consultants and advisors at the headquarters of individual consortium members. In addition, services are provided virtually through webinars, online showroom visits, e-learning academy, which saves time and meets the needs of enterprises,

- analyzing the portfolio criterion, the catalog of the hub's services is broad, the services are complementary and tailored to the customer's needs; however, they are targeted at selected areas of technological specialization of the hub, in line with the competence and expertise of the consortium members,
- due to the criterion of geographic coverage – the range of services provided by the hub is at least regional (according to the assumptions of the European Commission), although entrepreneurs from all over Poland can use the services, and the hub's cooperation network has an international dimension,
- the hub has a high degree of autonomy and is based on the formal structure of an established project under the Industry 4.0 program, based on a partnership agreement.

The hub concept thus fits the model of an advanced One Stop Shop, specialized in the area of digitalization.

Conclusions

Service providers, both public and commercial, are outperforming themselves in trying to best meet customer needs. The customer is the focus of efforts to provide comprehensive, fast, and efficient service, leaving a satisfied customer who may well use the offer again in the future. The One Stop Shop model of comprehensive service delivery seeks to integrate services in one place, under one roof. In the case of extensive services, which require diverse competencies, infrastructure, human, and information resources, a good solution is to build a strategic partnership, which in the model of umbrella OSS will serve the customer comprehensively, providing support at each stage of the service.

This is a particularly important aspect in the case of services for companies that face new trends such as Industry 4.0. In this area, they need support in terms of information, education and training, consulting, financing, and implementation. This path is successfully filled by the services of innovation hubs, the so-called Digital Innovation Hubs, which, through a well-conducted selection of the composition of the consortium, manifested in the involvement in the activities of key, experienced and reliable partners from different fields and specialties, create an ecosystem of innovation support in the area of digital change in the European Union regions. Thus, they operate in an advanced, holistic One Stop Shop model offering comprehensive information and transactional services both in a stationary and virtual formula using a variety of channels for the provision of such services. Given the rather short history of service implementation by the hubs in Poland, and limited number of hubs (5 accredited in Poland in 2019 by the Ministry) the results cannot be generalized to the entire population, as the sample taken into account was too small (one example of DIH), which may indicate that the sample is unrepresentative. It seems reasonable to deepen the research in the direction of customer (company using the services) satisfaction with DIH services and confirm the fulfillment of the practical OSS model by digital innovation hubs.

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MODEL ONE STOP SHOP NA PRZYKŁADZIE DIGITAL INNOVATION HUB – CASE STUDY

Streszczenie: Model zapewnienia dostępności wielu usług w jednym miejscu za pomocą One Stop Shop (OSS) to ukłon w stronę klienta i zaspokajania jego potrzeb. OSS realizowane zarówno w formule stacjonarnej, jak i wirtualnej mają za zadanie dostarczenie wartości klientowi, poprzez integrację fragmentarycznych usług, zaoszczędzenie czasu i obniżenie tym samym kosztów związanych m.in. z poszukiwaniem dostawcy usług. Klientem OSS są zarówno osoby fizyczne, jak i przedsiębiorstwa. Te drugie, dążąc do uzyskania i utrzymania przewagi konkurencyjnej, poszukują wsparcia u różnych organizacji, szukając usług informacyjnych, doradczych, szkoleniowych, jak również zaawansowanych usług np. w obszarze digitalizacji działalności. Celem artykułu jest dokonanie przeglądu literatury w zakresie typologii i funkcji dostawców usług w modelu One Stop Shop oraz odpowiedzenie na pytanie, czy proponowany pakiet usług oraz instrumentów wsparcia przez huby innowacji cyfrowych (Digital Innovation Hubs – DIH) spełnia warunki modelu OSS. Zastosowano metodę przeglądu literatury przedmiotu oraz analizy przypadku, odnosząc elementy OSS do specyfiki działania jednego z pierwszych hubów innowacji cyfrowych w Polsce. Odniesiono portfolio usług świadczonych przez DIH4Industry do typowych modeli OSS, potwierdzając kompleksowość świadczonych usług i definiując typ OSS.

Słowa kluczowe: hub innowacji cyfrowych, DIH, One Stop Shop, OSS

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