TABLE 1. Summary analysis of impact of market-based reform on the three sectors using Amin and Roberts’ (2008) characterization of professional communities

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|  | Knowledge | Social interaction | Organizational dynamic | Innovation outcome |
| Health care | Recognition of importance of ‘business-like’ knowledge as competition among providers encouraged. For-profit providers critical of management of service delivery and innovation within NHS. | Introduction of competition had knock-on effect upon cooperation among local providers and service commissioners. | Some resistance from incumbent providers to new entrants, e.g. forming organisations with rules that exclude for-profit providers. | Partnerships used to deliver improved services in complementary areas, e.g. with third sector. Some NHS providers attempting to learn from for-profits’ approach to managing services, but dependent on clinical engagement. |
| Broadcasting | Aesthetic or intellectual value of programming judged alongside commercial worth. Tools used to measure and codify programme value. | Relationships formalized between commissioners and in-house and external producers to enable competition.  Informal interaction among producers in shared social environment continues to enable learning; broadcasters’ preference for long-standing and trusted suppliers remains. | Independent producers’ professional association lobbied successfully for change in terms of trade with broadcasters. | Emphasis on delivering profitable forms of programming  Lessened impact of reform due to persistence of existing relations between producer and commissioning communities |
| Postal services | Appropriateness of existing knowledge and expertise to liberalizing market questioned. Influx of staff with private sector experience, e.g. marketing knowledge. | Projects involving private enterprises established to extend mail-related capabilities. Enabling forms of interaction to encourage inter-organizational learning not a strategic focus. | New management ethos introduced, concerned with seeking efficiencies and developing new competencies deemed necessary in a competitive marketplace. Incumbent communities less able to mediate change relative to other sectors. | Innovation mediated by partnerships with private sector. Incumbent communities affected as staff left the company or changed roles. However, Royal Mail’s existing marketers helped new structures work in practice. |