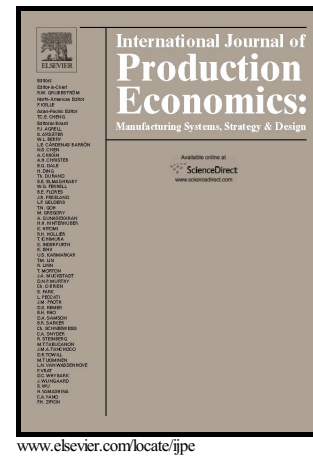


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# Servitization in Mergers and Acquisitions: Manufacturing Firms Venturing from Emerging Markets into Advanced Economies

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## Abstract

We investigate servitization by manufacturing firms that have ventured from emerging markets into advanced economies through mergers and acquisitions (M&A). The study seeks to answer two questions: (a) What is the relationship between M&As and servitization in the case of manufacturing firms? and (b) What are the factors influencing the configuration of servitization strategies and their implementation? The study provides a nuanced and contextualized understanding of servitization in M&As. Existing research on servitization has paid insufficient attention to collaborative partnerships. There is a need to examine the role of servitization in the context of collaborative partnerships. Our empirical setting consists of Chinese manufacturing firms' acquisitions in Germany. Using qualitative research methods, we reveal a typology of servitization strategies - adding, utilizing, and reconfiguring - that underpin the combined influences of different levels of services of both acquirer and

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