

Author's Accepted Manuscript

Exploring the managerial dilemmas encountered by advanced analytical equipment providers in developing service-led growth strategies

Jawwad Z. Raja, Thomas Frandsen, Jan Mouritsen



www.elsevier.com/locate/ijpe

PII: S0925-5273(16)30424-8
DOI: <http://dx.doi.org/10.1016/j.ijpe.2016.12.034>
Reference: PROECO6628

To appear in: *Intern. Journal of Production Economics*

Received date: 30 November 2015
Revised date: 30 November 2016
Accepted date: 31 December 2016

Cite this article as: Jawwad Z. Raja, Thomas Frandsen and Jan Mouritsen Exploring the managerial dilemmas encountered by advanced analytical equipment providers in developing service-led growth strategies, *Intern. Journal of Production Economics*, <http://dx.doi.org/10.1016/j.ijpe.2016.12.034>

This is a PDF file of an unedited manuscript that has been accepted for publication. As a service to our customers we are providing this early version of the manuscript. The manuscript will undergo copyediting, typesetting, and a review of the resulting galley proof before it is published in its final citable form. Please note that during the production process errors may be discovered which could affect the content, and all legal disclaimers that apply to the journal pertain

Exploring the managerial dilemmas encountered by advanced analytical equipment providers in developing service-led growth strategies

Jawwad Z. Raja*, Thomas Frandsen, Jan Mouritsen
Copenhagen Business School, Denmark

***Corresponding author:** Jawwad Raja Copenhagen Business School Department of Operations Management Solbjerg Plads 3 Frederiksberg Denmark. Tel: +45 3815 2416. jr.om@cbs.dk

ABSTRACT

This paper examines the dilemmas encountered by manufacturers of advanced analytical equipment in developing service-led growth strategies to expand their business in pursuit of more attractive revenue models. It does so by adopting a case-based research approach. The findings detail the challenges faced in providing advanced services to customers' R&D functions, while simultaneously attempting to scale up these services for a production context. The emergent complexities of operating in multiple arenas in order to explore and exploit technologies in different contexts—along the three trajectories of serviceability, scalability and solutions—with a view to expanding markets and developing solution-based business models, are discussed. It is argued that manufacturers of analytical equipment encounter certain dilemmas, as managing the different trajectories involves different needs in the technological sophistication of equipment. This does not necessarily mean that one context is less complex than the other, but rather suggests that the role of integration is qualitatively different and that the relationship between product and service varies when developing solutions in these different arenas.

Keywords:

service-led growth, servitization, capabilities, strategy, analytical equipment, solutions

Download English Version:

<https://daneshyari.com/en/article/5078919>

Download Persian Version:

<https://daneshyari.com/article/5078919>

[Daneshyari.com](https://daneshyari.com)