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PAY-PER-USE SERVICES IN PRODUCT-  
ORIENTED COMPANIES

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**ORGANIZATIONAL CAPABILITIES FOR PAY-PER-USE SERVICES IN PRODUCT-ORIENTED COMPANIES**

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**Abstract**

Pay-per-use services are an interesting phenomenon, both empirically and theoretically. Despite the alleged benefits, companies still struggle to succeed with pay-per-use services. Theoretically, it is common sense that existing service capabilities cannot easily be converted into organizational capabilities for pay-per-use services. Based on multiple case studies, the present article narrows down the existing empirical and theoretical gaps through an inductive research approach. Our findings make the following contributions to the field of services in product-oriented companies and to the servitization literature. We describe the organizational capabilities necessary for pay-per-use services

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