



Thilo Kiefer

Creating customer value in a service-dominant environment

Competitive advantage through dynamic capabilities and absorptive capacity

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Introduction

Dynamic capabilities and their impact on a firm's performance are both topics that are gaining increasing attention in business literature and in practice. The concept of dynamic capabilities refers to organizational features or practices that a firm has developed to cope with a changing and uncertain market environment in a better way than its competitors and consequently sustain its competitive advantage. This book contributes to theory and practice in several domains. Drawing on the literature about customer value, service-dominant logic and dynamic capabilities, it investigates how the absorptive capacity approach can be used to (co-)create customer value in order to achieve sustainable competitive advantage in a service-dominant environment. This book provides guidance to practitioners by building up a framework that reflects how absorptive capacity can be used to co-create value in a B2B relationship. The case of the fictional company TurboIT, an SAP service and solution provider, illustrates the practical application of this concept.

“The ability to learn faster than your competitors may be only sustainable competitive advantage.”

Arie de Geus, Shell Oil

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