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STUDENT PROFILE



Mohamad Abou-Foul

Course

PhD in Business

Year completed

2018

Title of thesis

Antecedents of Servitization Strategies in Manufacturing Firms and Servitization's Impact on Firm Performance: a Theoretical and Empirical Analysis

Mohamad's doctoral research focused on manufacturing companies taking the shift to introduce digitalisation and service provision into their day to day business. Servitization, the introduction of services into their business model, is a modern phenomenon that helps manufacturing firms innovate their process to avoid the 'commoditisation trap' of their products, achieve higher performance, enhance customer experience and spur and sustain their competitive advantage.

Servitization in essence is a growth-oriented strategy which needs top management to fundamentally change the product mindset prevalent in the pure industrial context to a more customer-centric approach. The introduction of servitization into the manufacturer's business model can help companies to be more customer centric and data driven. The advent of advance manufacturing, cloud computing, big data and artificial intelligence also helped in facilitating servitization and digitisation. The introduction of servitization can be leveraged by capitalising on the firm-specific learning and strategic capabilities that can help in the journey of business-model change and organisational transformation.

The empirical investigation of the relationship between the antecedents of servitization and firm performance was driven by a multidimensional perspective that has taken into consideration the interplay of both external and internal factors influencing servitization and firm performance.

A unique contribution of this research has been to determine the positive relation between servitization and firm performance. The findings indicate that for managers of manufacturing firms, achieving superior bottom-line results is contingent upon the integration of those learning- and service-specific capabilities that transform the nature of an offering, by creating mutual value and promoting improved performance.

Prior astute digital investment in organisational resources, skills and capabilities was one of the most important aspects agreed upon between participants of this study, as digitalisation is the most important aspect enhancing the link between value chain from research and development and after sales. Findings also show that to be financially successful, the implementation of service technologies must be treated as a business initiative that needs to be supported by top management commitment and a vision for servitization and digitalisation.



Digitalisation is the most important aspect enhancing the link between value chain from research and development and after sales

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