

**Title:**

**Eine Methode zur Identifikation erforderlicher Kompetenzen für hybride Leistungsbündel**

**David Baureis**

**Abstract**

The German manufacturing industry has differentiated itself from international competitors through superior technology and quality that has resulted in a sustained competitive advantage. However, due to increasing market turbulence and the entrance of new competition, manufacturing companies face new challenges. The erosion of its competitive advantages, along with decreasing margins, has forced many manufacturing companies to consider strategic repositioning. The repositioning strategy has resulted in many companies focusing on the integration of tangible products and services into product-service systems. The main objective of product-service systems is the creation of long-term customer relationships through the offering of customized solutions and consequently the development of new opportunities for differentiation. Product-service systems shift the view from the tangible product to the service that is provided through the product to the customer. Despite considerable advantages resulting from the implementation of product-service systems, the implementation can lead to new challenges for management. In practice, many companies are overstrained in terms of their competencies and resources required by the implementation of product service systems.

The objective of this dissertation is the development of a method for the identification of required competencies when implementing product-service systems. The method is especially suited to early phases of the product development process as product-service systems require a systematic, simultaneous and determined development of the services and tangible products involved from the very beginning of the process. In the course of this dissertation the method is brought into practice and tested within two workshops.