





to 3PL firms' performance via differentiation and low-cost advantages, and the moderating effects of information technologies were examined in relation to the trend of digital transformation. Survey data were collected from 235 3PL firms in China and analysed using structural equation modelling. The results show that customer integration is positively related to the performance of 3PL firms, which is mediated by differentiation and low-cost advantages. In addition, information acquisition technologies and information processing technologies significantly moderate the effect of customer integration on differentiation advantages. These findings help to address the challenges faced by 3PL firms in the context of digital transformation and add to the literature on customer integration and logistics information technologies.

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Xiang, Yi, Soberman, David and Gatignon, Hubert. forthcoming. "The Effect of Marketing Breadth and Competitive Spread on Category Growth". *Production and Operations Management*. (FT50).

Abstract: Understanding the patterns of demand evolution for a new category is important for firms to effectively manage capacity planning, market and service operations, and research and development.



