Claes Gunnarsson is a lecturer and PhD-student in marketing. He is a member of the Program for research in Marketing and Entrepreneurship (PrIME-research) at the Swedish Business School, Örebro University, Sweden. His main research interest is in relationship marketing with a special focus on value creation. His research also includes public sector organizations. Claes mainly teaches on courses in marketing, entrepreneurship, organization theory and strategy.

The issues explored in this thesis focuses on the troublesome aspects of value creation in dynamic business relations including in relation to internal and external customers. The research field points out that relationship-mediated value creation emerges in various forms of organizational arrangements, inter-organizational settings, service systems and networks.

The aim of this dissertation is to describe and analyze how loyalty and value creation shortfalls influence business relationship dynamics. It is claimed that shortfalls in value creation reflect a discrepancy between anticipated or present performance compared with business partners' expectations.

In this dissertation, a dynamic perspective is applied to substantiate how critical episodes influence the continuity of relationships taking a progressive or regressive course of development. The study focuses on shortfalls in value creation and indicates troublesome aspects in term of the dimensions of customer satisfaction, trust and commitment. Accordingly, it directs attention towards the heterogeneous influence of business relationship dynamics which is caused by loyalty antecedents in specific episodes of value creation shortfalls.

The main contribution of this dissertation is a portrayal of 11 different episodes of shortfalls in value creation, which indicates the stabilizing role of loyalty antecedents in different dynamic business relations. In addition it is suggested that a dynamic approach to studying troublesome aspects of business relationships is a suitable framework to substantiate how loyalty antecedents are shaped and are accentuated in particular episodes of value creation shortfalls.