



How to monetise advanced services

Executive Service Roundtable - 2022

Advancing your service offering

Performance Solutions

Automation

Data & Algorithms

Customer Success

Remote Service

Predictive

IoT

Training Services

Proactive

Availability

Process Outsourcing

Outcome Based

Disruption

Consultancy Services

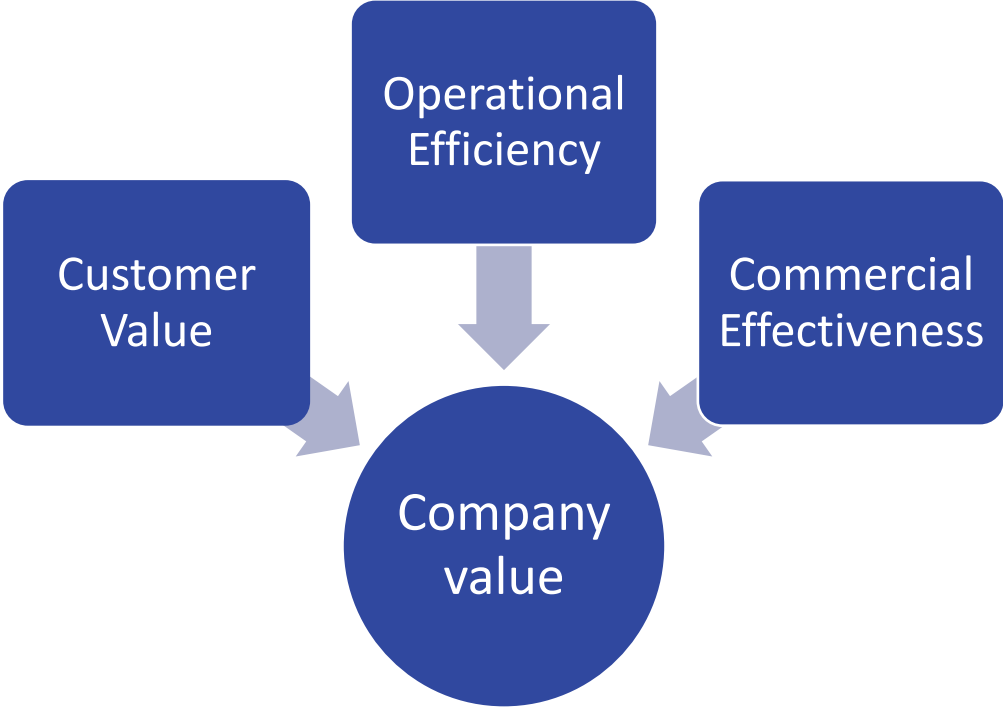
Application Support

Digitalisation

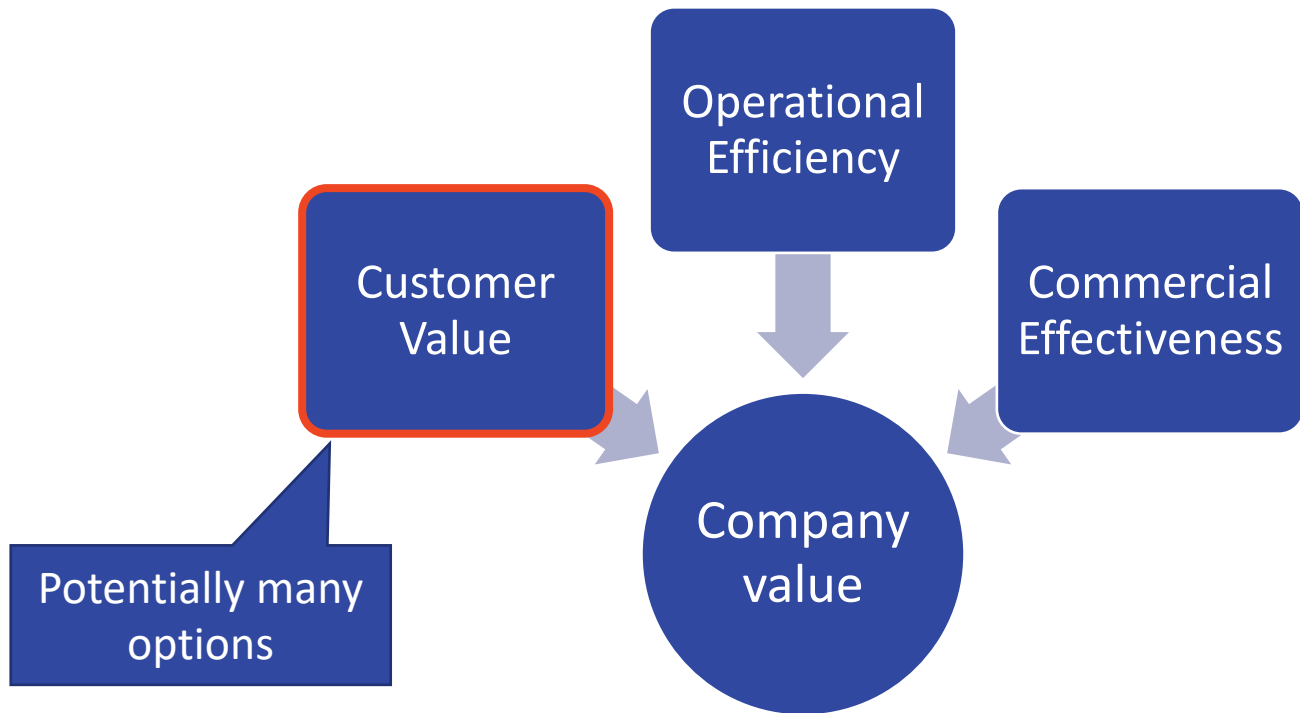
PaaS

Big Data

Setting the scene: Monetising advanced services & (data) capabilities



Setting the scene: Monetising advanced services & capabilities



How to monetise advanced services

Solve bigger customer problems

Articulate the customer value

Advance marketing and sales capabilities

moreMomentum Service Community

We empower service leadership and innovation teams with vital knowledge, insights and information they need to accelerate their service transformation and growth.

As community, we develop, share and apply emerging models, practices and strategies about service business and business innovation.

Activities are:

- Community meetings and events
- Service Transformation Benchmark
- Service Academy
- Service Transformation Summits





The Executive Service Roundtable

Short and to the point

Every month a new topic
2 meetings (different time zones)

Participants choose topics

Practitioners only

Agenda

1. Presentation to catalyse the discussion



2. Insights from the Service Transformation Benchmark



3. Discussion



How to monetise advanced services

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Solve Bigger Customer Problems

Customers bother about

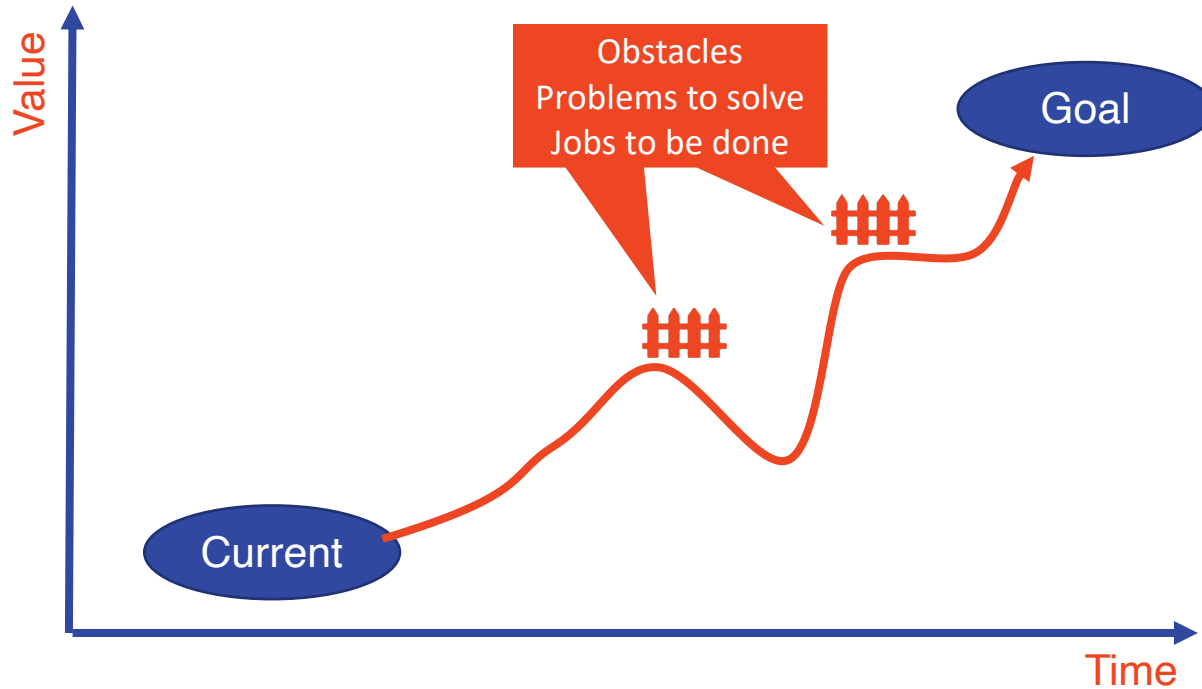
big problems

that are not (well) solved yet

or are too expensive



Defining a customer problem



Customers' problems may be more than uptime or condition of equipment or machinery





Different customers have different problems

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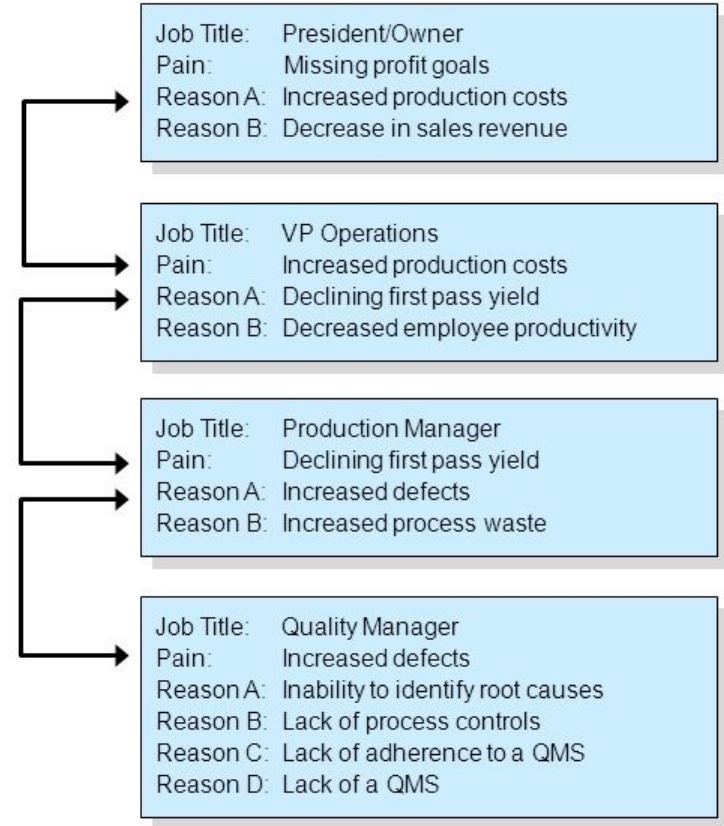


Big problems have other decision-makers

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Pain Chain Example

- Identify the Decision Making Unit
- Identify the “bigger game”





New solutions may cause new problems for customers (obstacles)

Typical pitfalls

- **Focus on small, insignificant problems**
- **Focus on problems your clients are not really trying to solve**
- **Focus on problems which are already solved – good enough**
- **Focus on partial sub-problems**
- **Focus on issues customers have with your equipment or organisation**
- **Addressing a too broad or unspecific target group**
- **Not addressing the entire Decision Making Unit and problem owners**
- **Not addressing obstacles for customers to adopt new solutions**
- **Not offering a viable solution (in the eyes of customers)**

How to monetise advanced services

Solve bigger customer problems

Articulate the customer value

Advance marketing and sales capabilities

Articulate customer value

Customers do not buy what we do, but what they need

If customers get confused about the value, they lose interest or trust

Customers trust visions of thought leaders and forward-thinking brands



Articulate the tangible value

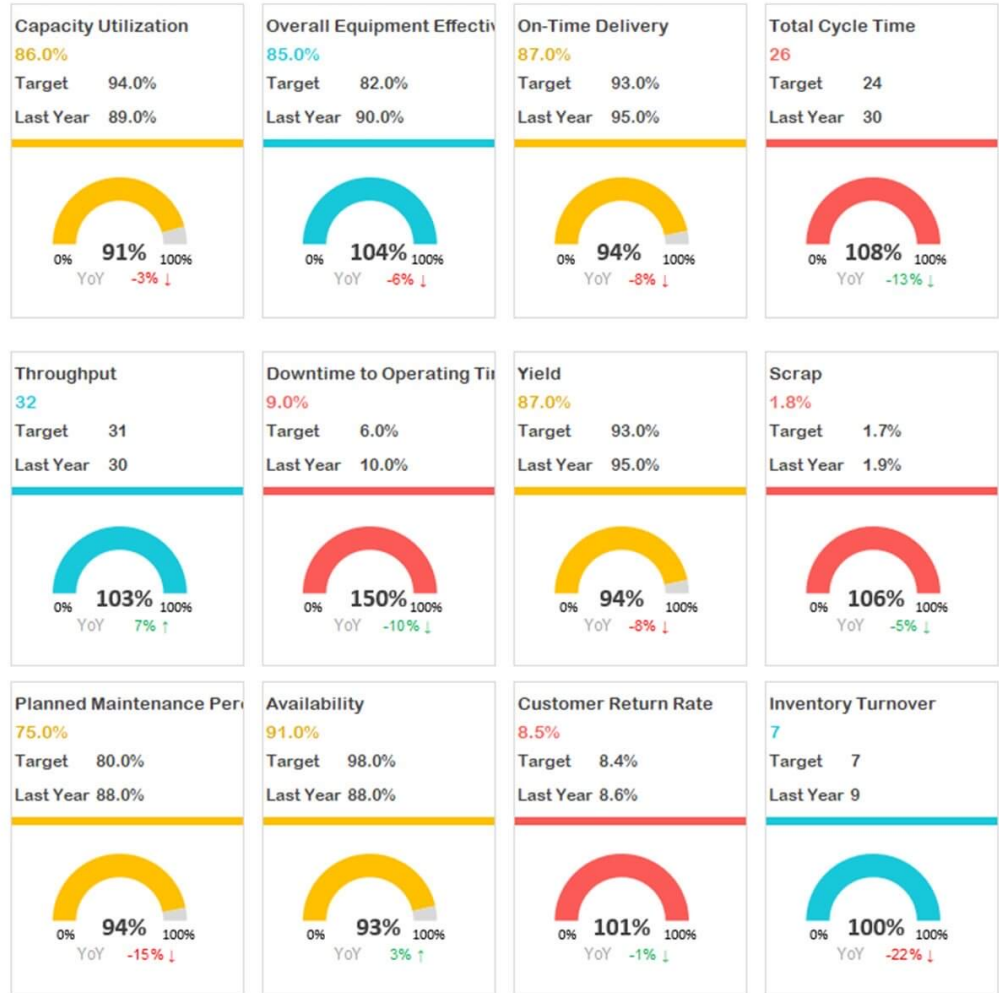
What customers' metrics will improve?

How much?

What evidence?

What social proof?

At what risk for the customer?

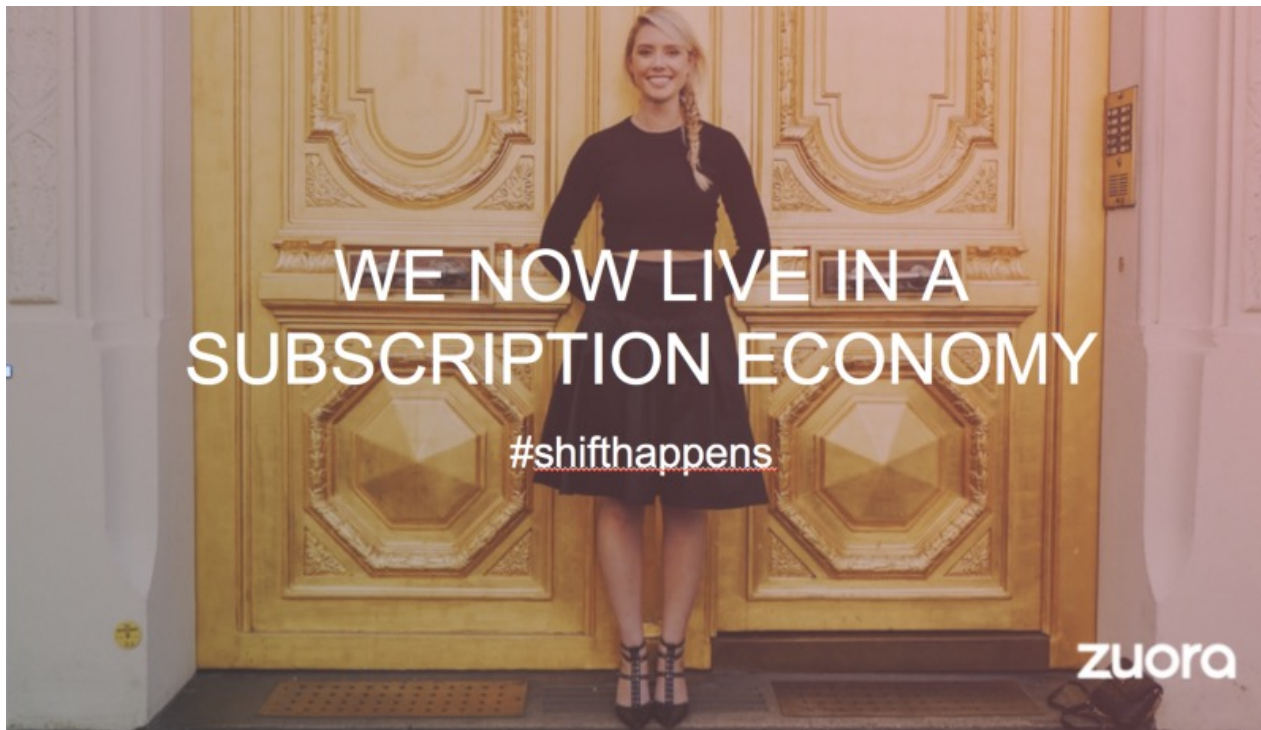


The value can also be more intangible

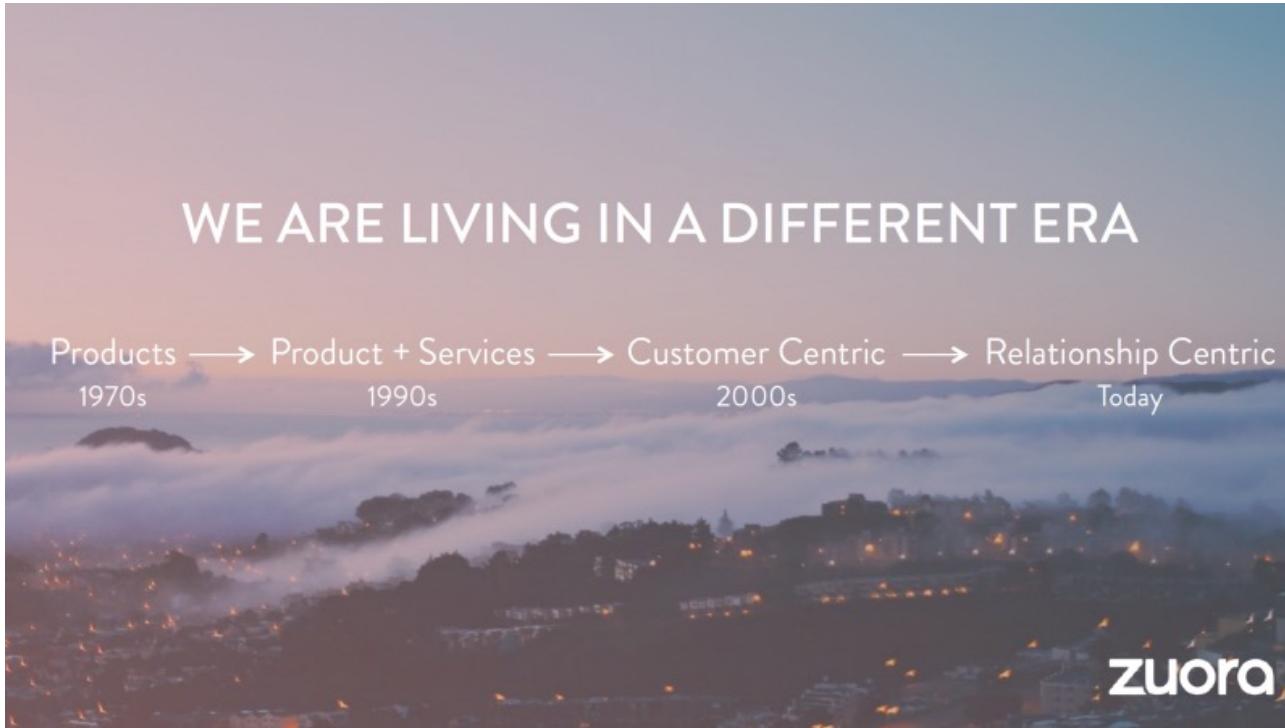
All customers are on a journey too:

- They become more data-driven.
- They need to adopt digital solutions.
- They will change their business model and operating model.

Name a big, relevant change



Name a big, relevant change – cont'd



Show there will be winners and losers

IN THE LAST 15 YEARS, 52% OF THE
FORTUNE 500 COMPANIES
HAVE DISAPPEARED

1955

vs.

2015

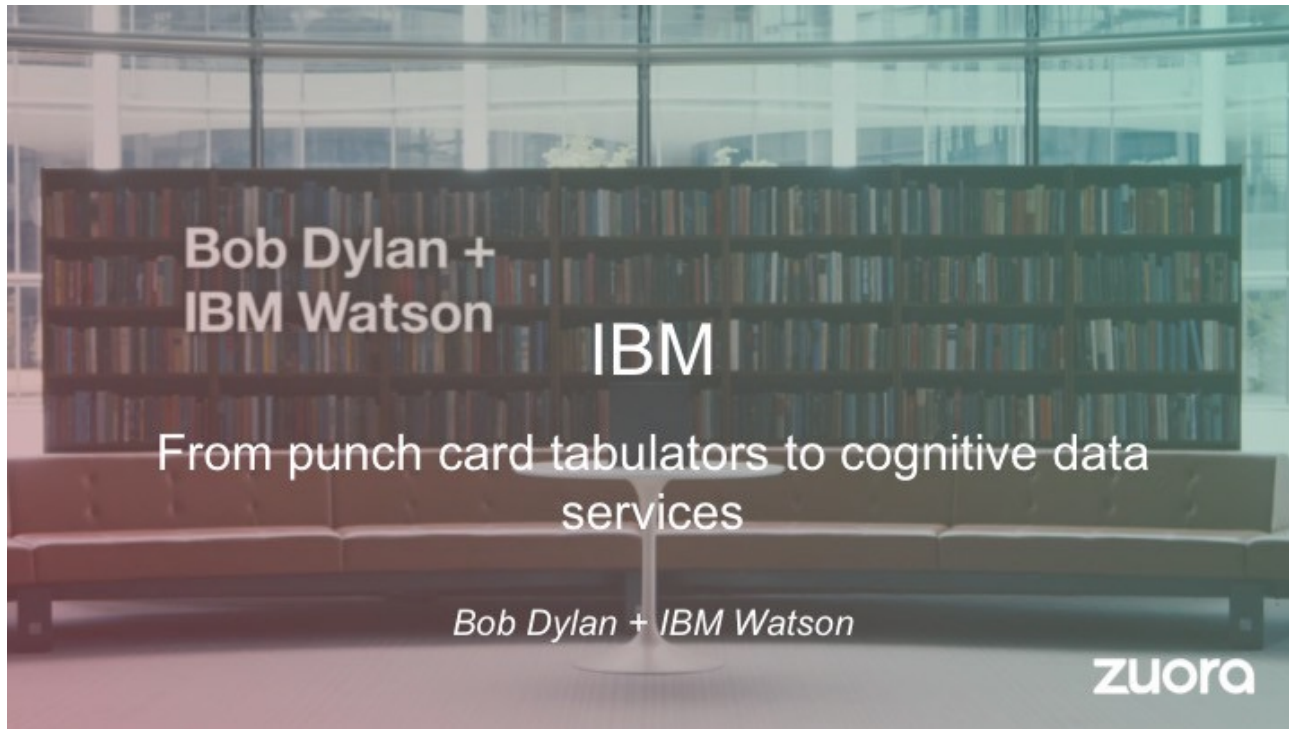
Average life expectancy 75 years

Average life expectancy 15 years

Show there will be winners and losers cont'd



Show there will be winners and losers – cont'd



Show the vision

CUSTOMERS NOW EXPECT
THE SUBSCRIPTION EXPERIENCE

- Ongoing Value
- Memorable Experiences
- Immediate Fulfillment
- Anywhere, Real-time
- Personalized Moments

zuora

Show how to achieve vision - features

SUBSCRIBER IDENTITY

Demographic data
Behavioral data
Financial data

#dataisgold

Old world:

TRADITIONAL RECORD

Name	Phone
Email	Company
Twitter	Facebook

New world:

SUBSCRIBER IDENTITY RECORD

Purchases	Payment history	Customer Moments
Products	Refund history	Usage metrics
Local Pricing	Lifetime Value	Add-Ons
Promotions	Renewal Value	
Adjustments	Aging balance	

zuora

Demonstrate reason-to-believe



Typical pitfalls

- **Talking about ourselves**
 - Features of our solutions
 - How our solutions work
 - Our own business
- **Not connecting benefits to their (bigger) problems**
- **Not quantifying the results**
- **Not having a “big promise”**
- **Not talking about your vision**
 - Trends in the industry
 - Key challenges of your customers
 - How you think they should solve these challenges
- **Not linking value to challenges of the “new” DMU**

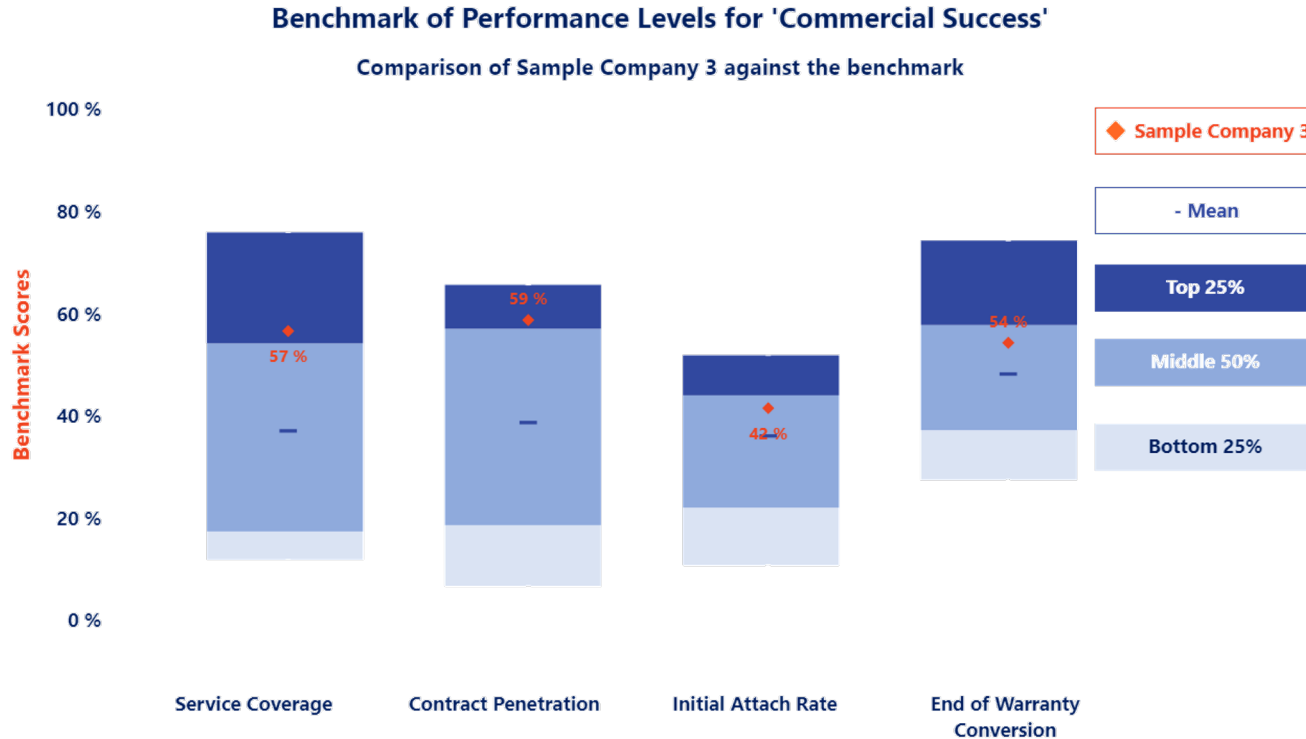
From the Service Transformation Benchmark

Summarised

Multi-level capability model as backbone



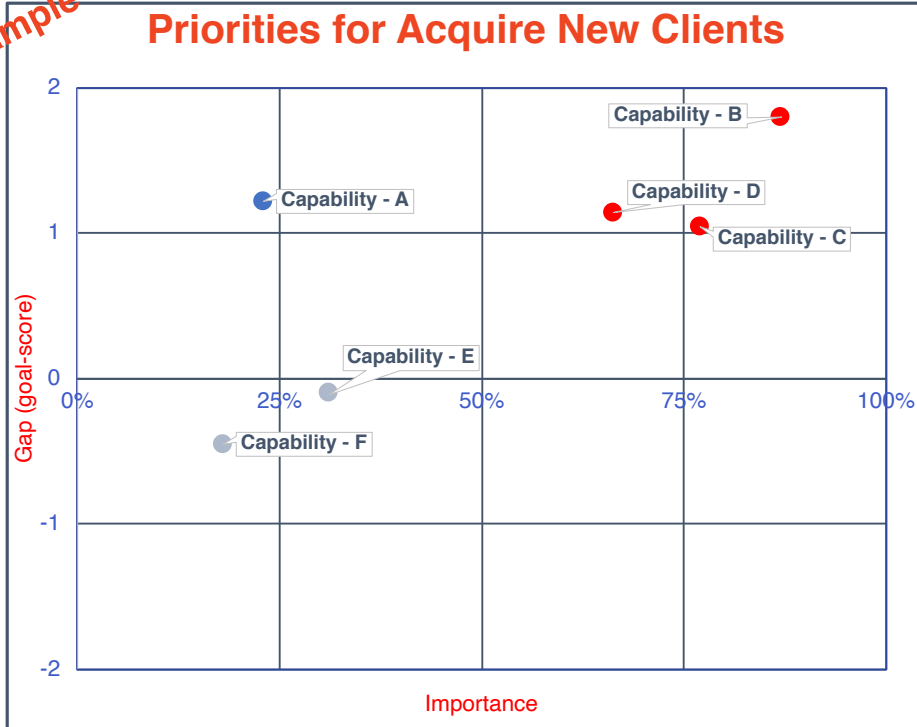
Comparing performance and maturity



This graph is an example, displaying random dummy data. As such, it does not represent any actual insights.

Suggesting your priority matrix

Sample

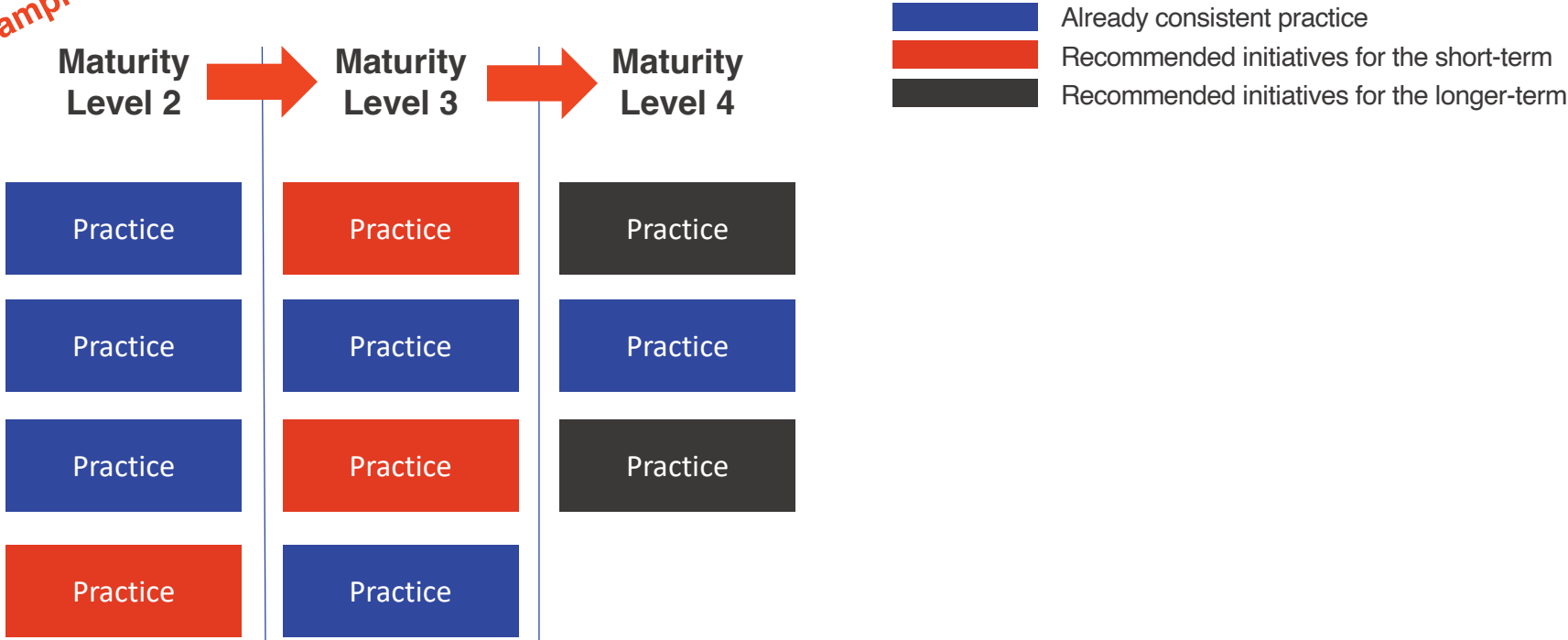


- Recommended priority
- Address if capacity is sufficient
- Maintain maturity level

This graph is an example, displaying random dummy data. As such, it does not represent any actual insights.

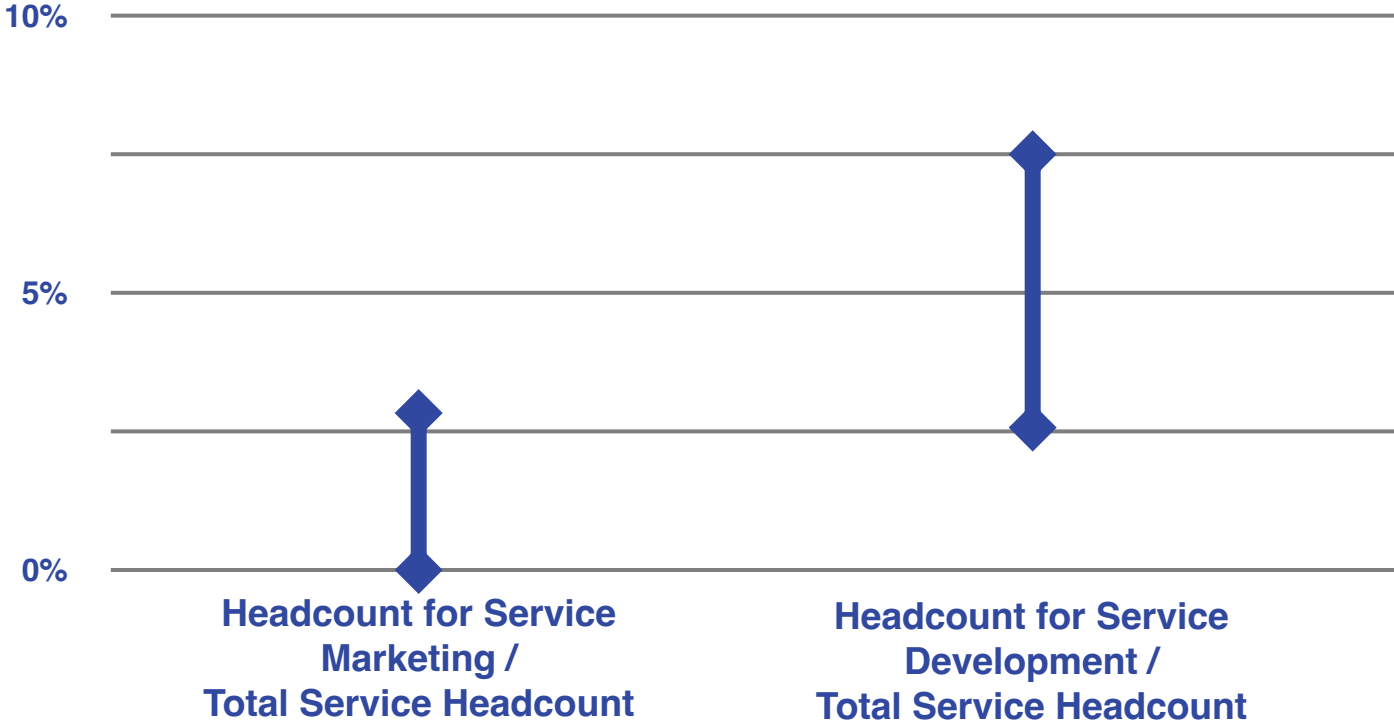
Suggesting projects for your Road to Success

Sample



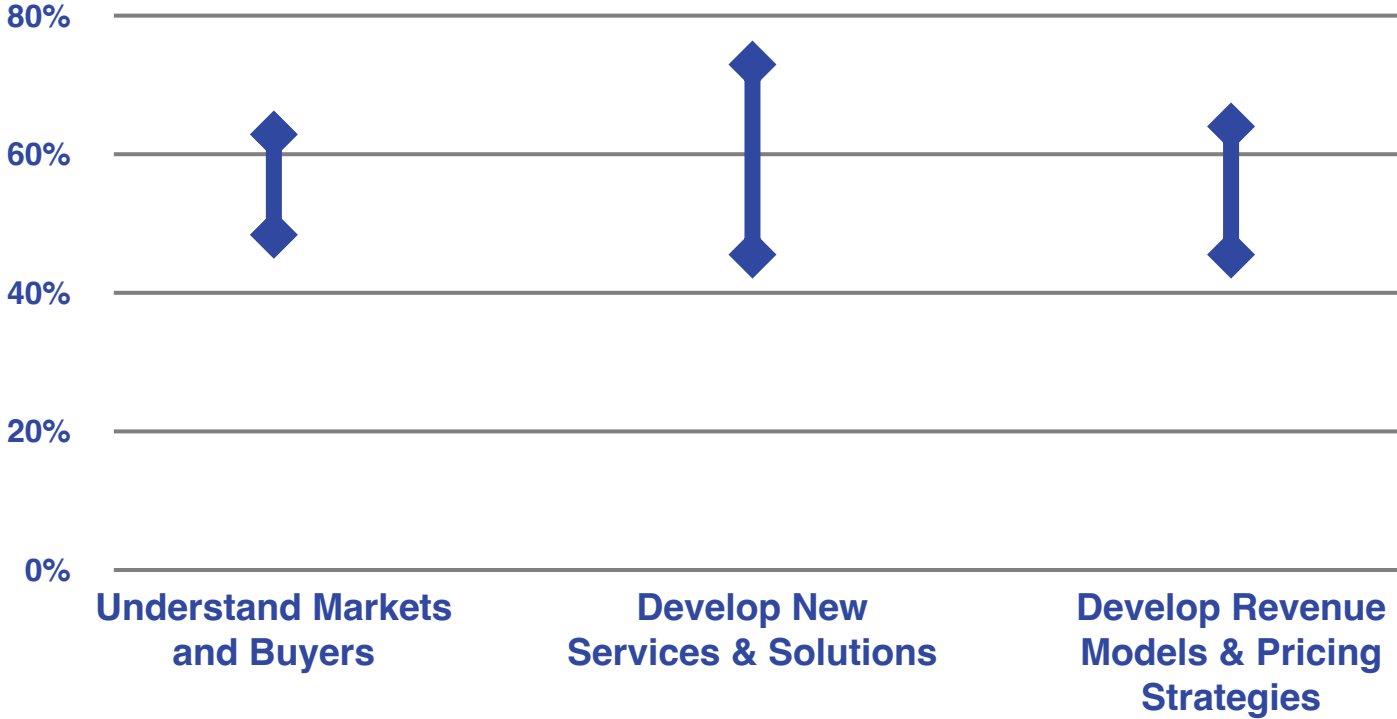
Little capacity for service & market development

From the Service Transformation Benchmark



On average, low maturity to monetise

From the Service Transformation Benchmark





In
smaller
groups



Suggested topics for discussion



What external challenges do you experience?



What strategies worked well?



What are your most important internal obstacles?

Quick intro

Name

Position

Company name

Industry



Next Executive Service Roundtable

How to Formulate a Winning Service Strategy

7 steps to develop a sound service strategy that gets buy-in

December 12th	16:00-17:30 CET	/	10:00-11:30 ET
December 14th	10:00-11:30 CET	/	16:00-17:30 SGT

Potential topics for following Roundtables:

You will receive

- Slides and recording of the presentation
- Invitation for next Executive Service Roundtable
- Information about the:
 - Service Transformation Benchmark
 - Service Community Peer Groups
 - Service Transformation Summit (coming soon)

Executive Service Roundtable

Exchange practices, insights, and experiences with like-minded peers in monthly online sessions of 1,5 hours

NEXT EXECUTIVE SERVICE ROUNDTABLE

Service Models in a Circular Economy

[Join The Next Session](#)[View Past Sessions](#)

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Every month, the moreMomentum Service Community runs an Executive Service Roundtable to discuss a hot topic for service leaders and innovators.

How does it work?

- Participants of the Roundtable decide on the topics for next sessions.
- moreMomentum introduces the topic with a 20-30 minute presentation and shares relevant insights from the Service Transformation Benchmark.





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