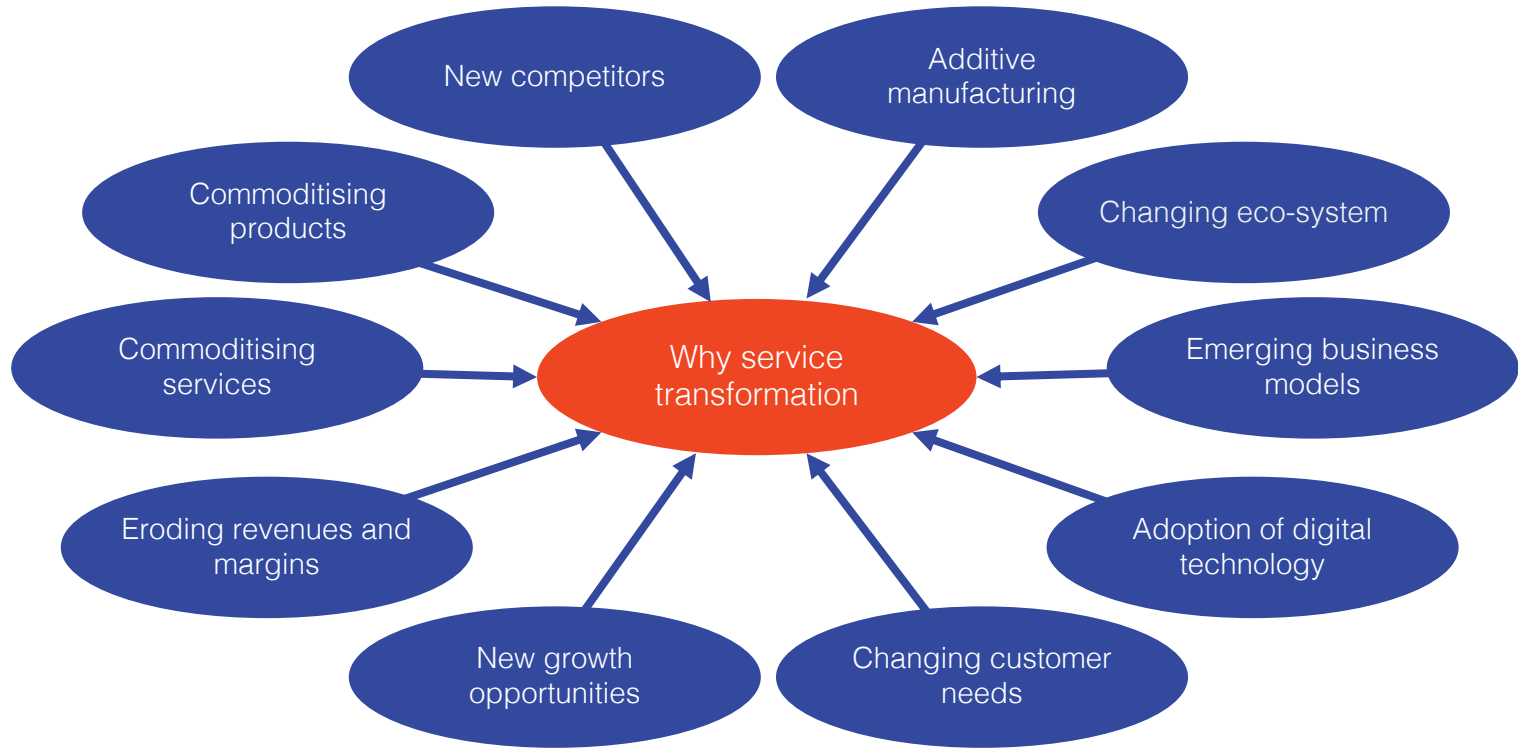


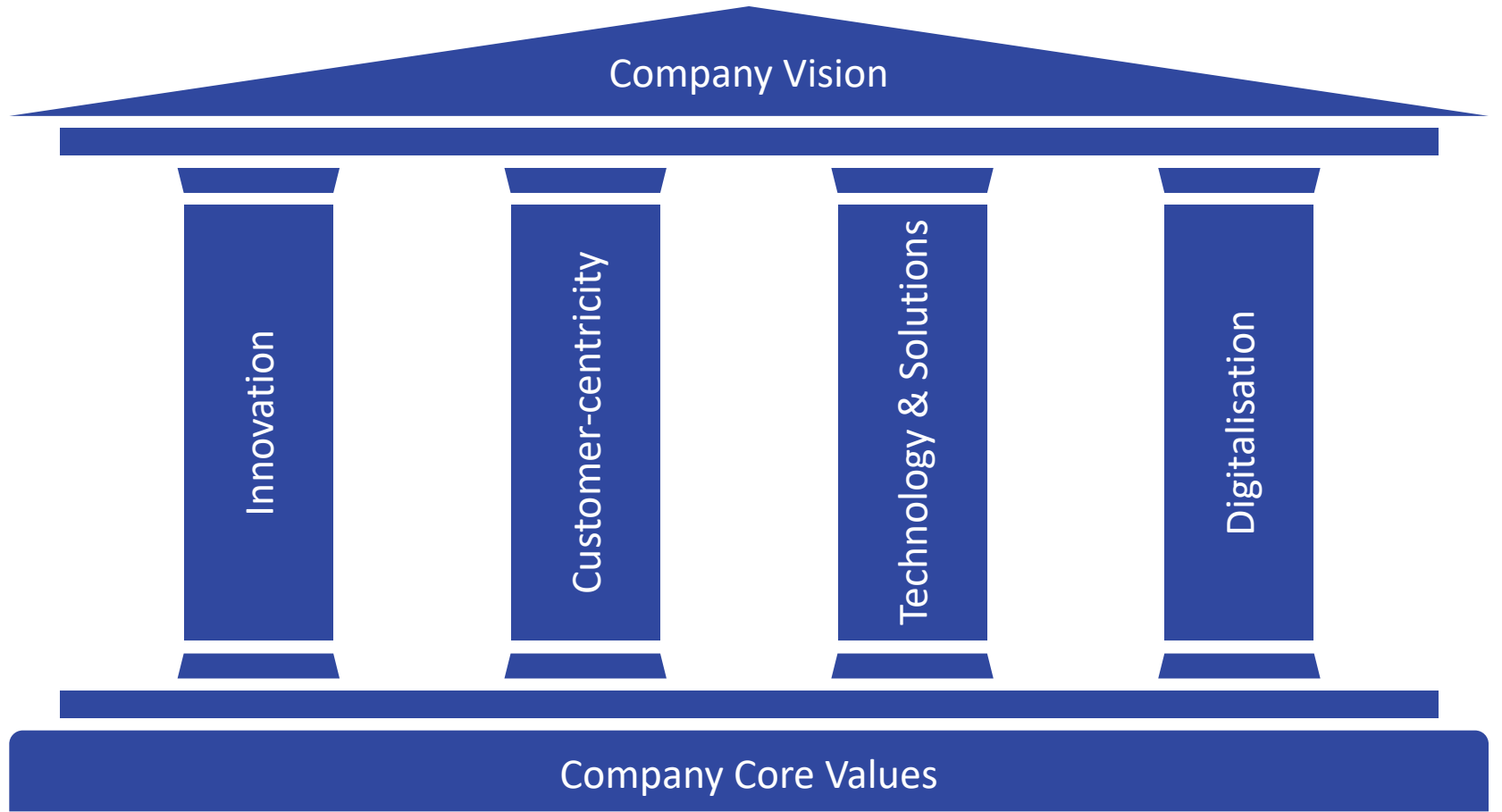


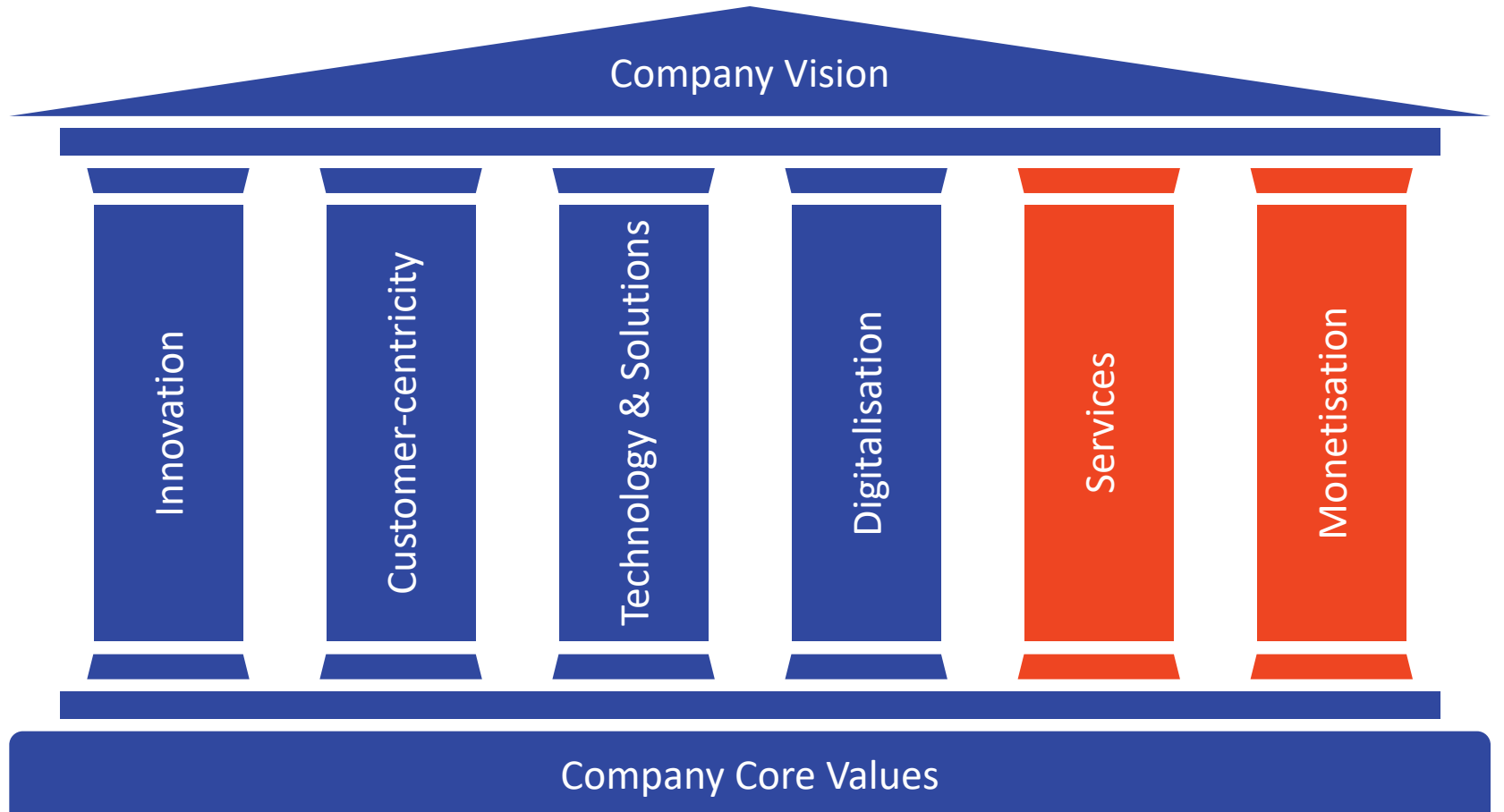
Identifying growth opportunities for services

Executive Service Roundtable - 2023

High stakes for service (opportunities)







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
- Global Service Transformation Benchmark
- Service Academy



More
Momentum
Service Community in Transformation
Benchmarking | Best Practices Exchange | Advisory
**Service Transformation
Benchmark**
Life Cycle Services



The Executive Service Roundtable

Every month

Short and to the point

Participants choose topics

Practitioners only

Agenda

1. Presentation to catalyse the discussion



2. Insights from the Service Transformation Benchmark



3. Discussion



Co-moderators of today – and strategic partners of moreMomentum



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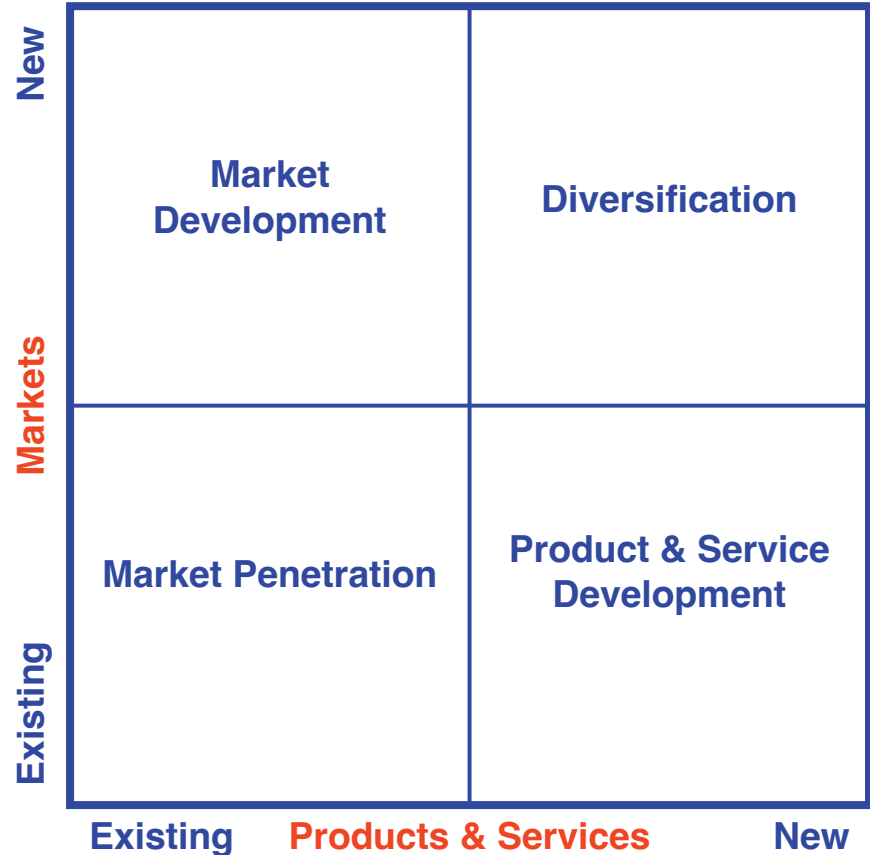
4 Organic Growth Strategies

Grow faster than the market grows.

Blue Ocean or Red Ocean?

Best combination depends on:

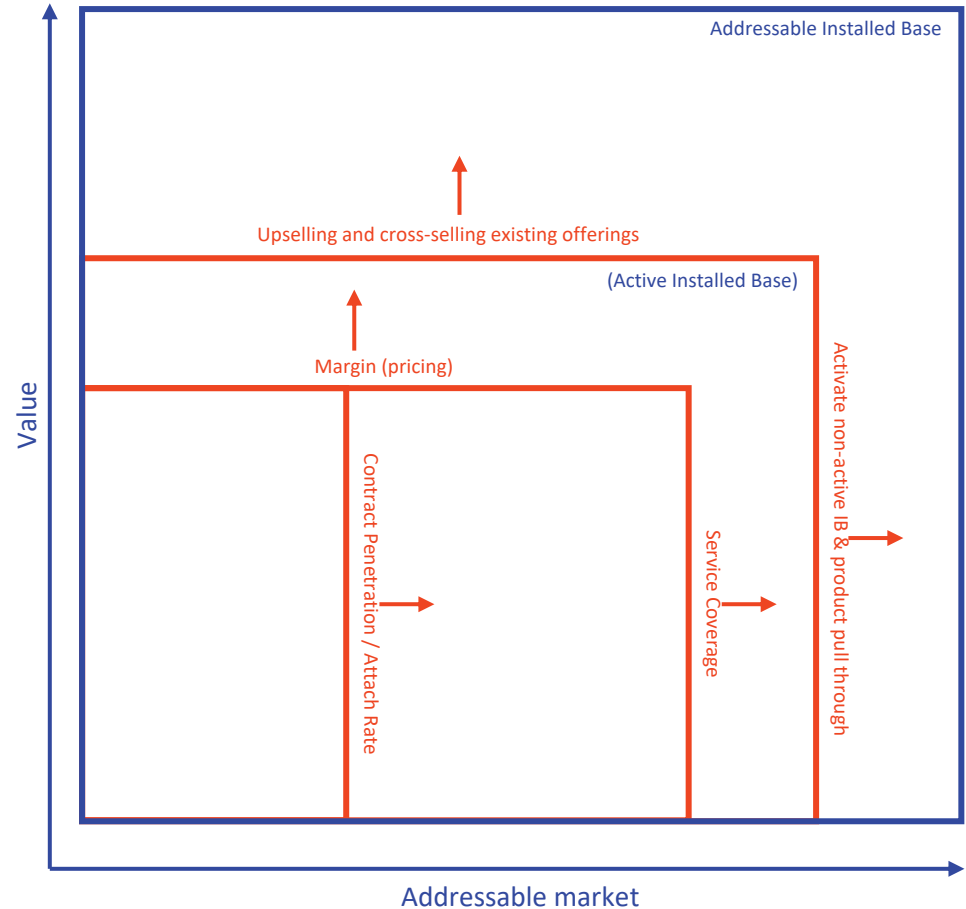
- Market opportunities
- Current service maturity
- Corporate strategy
- Etcetera



Service market penetration

Challenges:

- Activating dormant IB
- Visibility of service potential per IB and achieved share of that
- Upselling, cross-selling
- Articulating benefit to switch



Service development

Challenges:

- Managing risks of innovation
- Avoiding the commodity trap
- Building new domain expertise
- Becoming a customer-centric solutions-provider
(delivery, sales, marketing, management)
- Building (business model) innovation capabilities

Performance-based engagement	<i>Condition-based / up-time performance contracts</i>	<i>Product-as-a-Service or Performance-based equipment optimization services</i>	<i>Business process outsourcing Or Performance based process optimization services</i>
Effort-based engagement	<i>Service level agreement or on- demand maintenance</i>	<i>Product support, Optimization support or user training</i>	<i>Operational support or consulting</i>
	Condition of equipment	Performance of equipment	Outcome of process

Service market development

Challenges:

- Understanding new markets
- Identifying under-served markets
- Adjusting capabilities for new markets
- New domain expertise and “business logic”

Attracting non-users – DIY clients

Attracting customers from other brands

Attracting customers from adjacent equipment

Attracting higher portion of indirect business
(from integrators or distributors)

Service diversification

Challenges:

- Managing high risks
- Building entrepreneurial capabilities and mindset
- Business model innovation
- Scale up strategies
- Leveraging existing capabilities

Enter (emerging) markets with new solutions

Monetise internal capabilities

Required capabilities for success

Capabilities		Market Penetration	Product Development	Market Development	Diversification
Marketing	Marketing campaign	X	XXX	XXX	XXXX
	Generate demand	X	XXX	XXX	XXXX
	Lead qualification	X	XXX	XXX	XXXX
	IB data management	XX	Depends	XXX	Depends
	Account Based Marketing	Depends	Depends	Depends	Depends
Sales	Service sales at PoS	XX			
	Effective service sales	XX	XXX	XXX	XXXX
	Selling business solutions	?	XX	XX	XXXX
Service Develop.	Service product management	(X)	XXX	XX	XXXX
	Developing new domain expertise		(XX)	XXX	XXXX
	Service R&D				XXXX
Business model inn.	Developing new value propositions		XX	XXX	XXXX
	Developing business model, earnings model		XX	(XX)	XXXX

From the Service Transformation Benchmark

Summarised

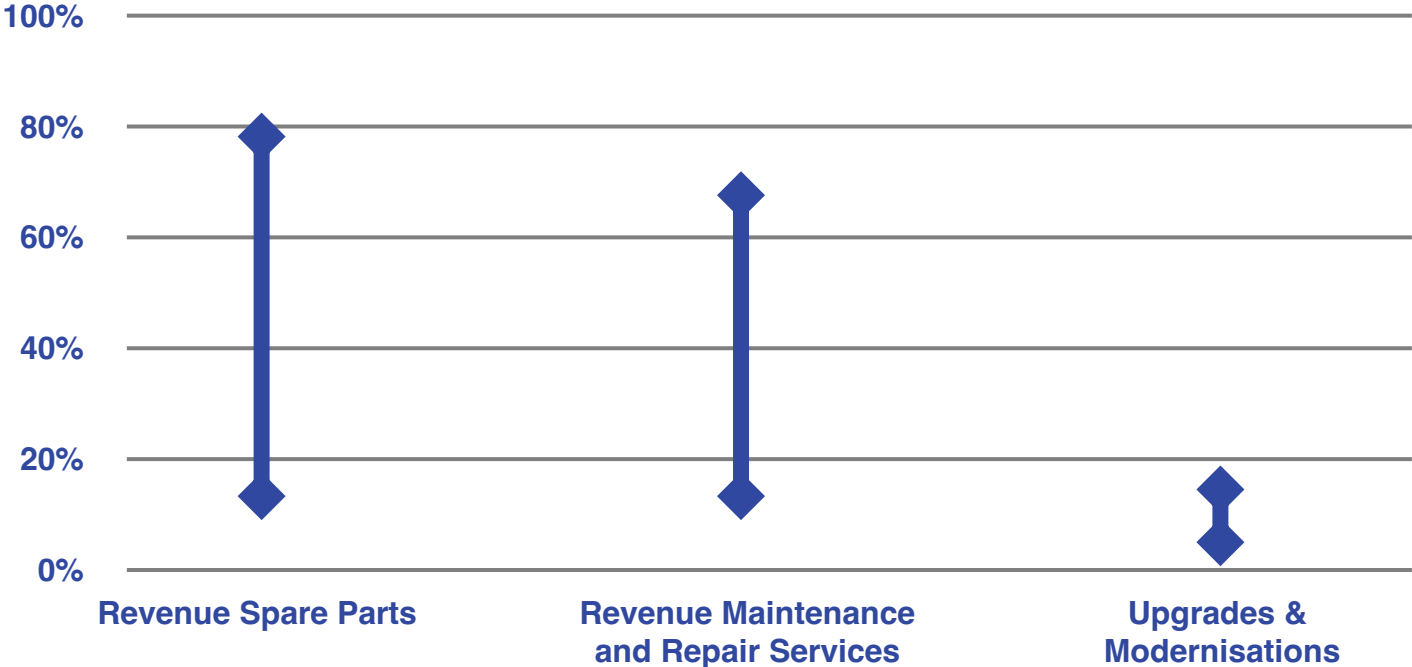
Gaining strategic insights on your entire service model and how it develops

Capabilities (Level 1 of 3)	Develop Services & Solutions	Generate Revenue	Deliver	Manage Customer Accounts	Innovate the Business	Manage the Business	Strategic Management
Spare & Wear Parts					} Service Business Models		
Product Lifecycle Services							
Operational Solutions							
Integrated Solutions							



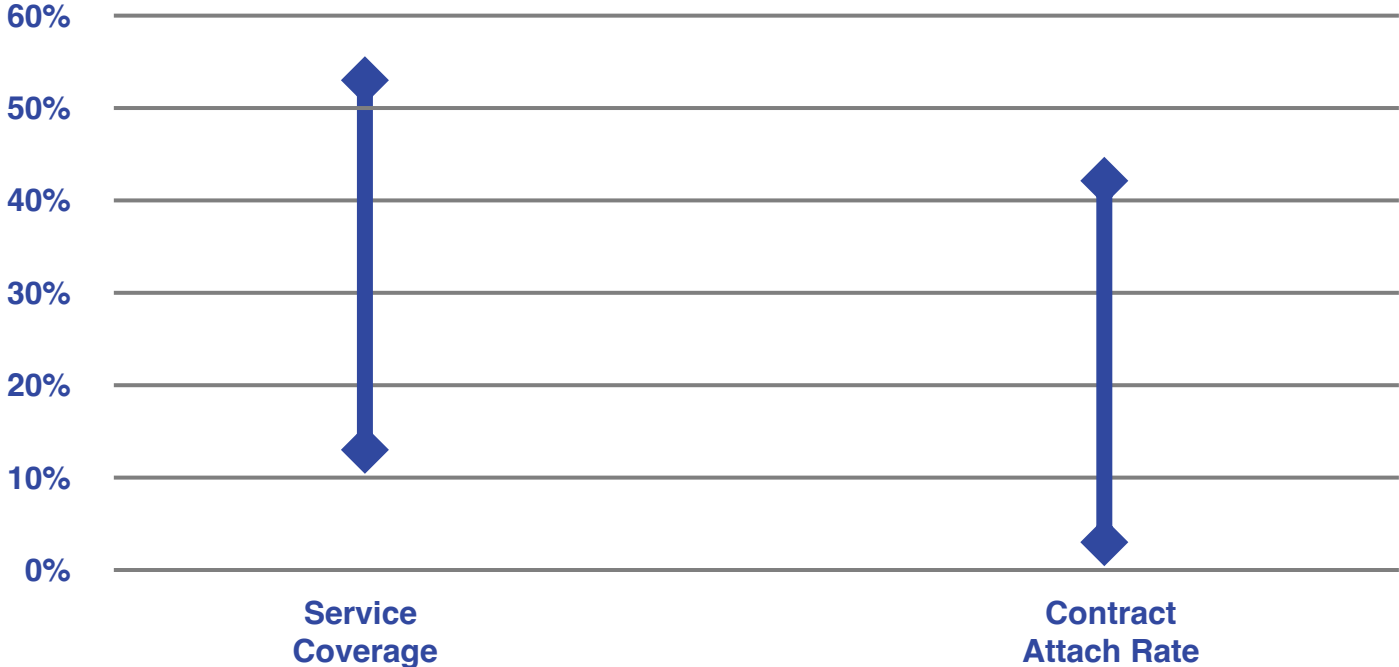
Revenue from basic services on the table

From the Service Transformation Benchmark



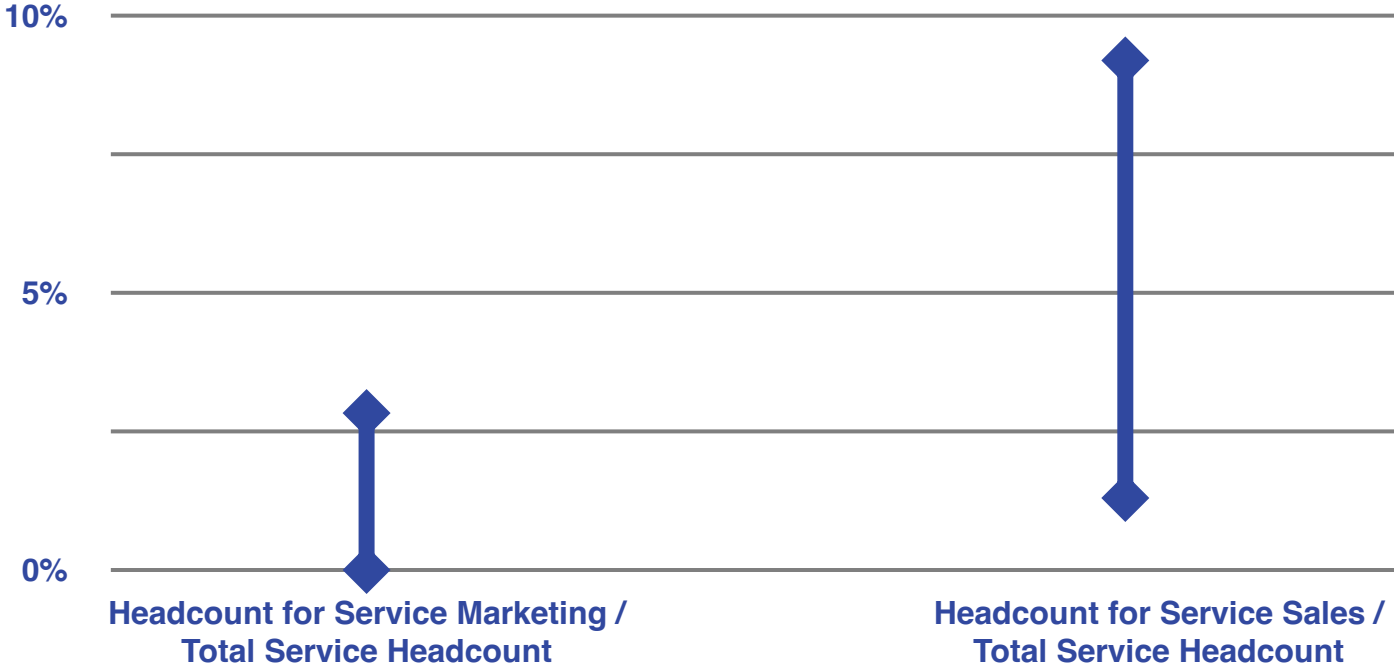
A lot of potential in installed base

From the Service Transformation Benchmark



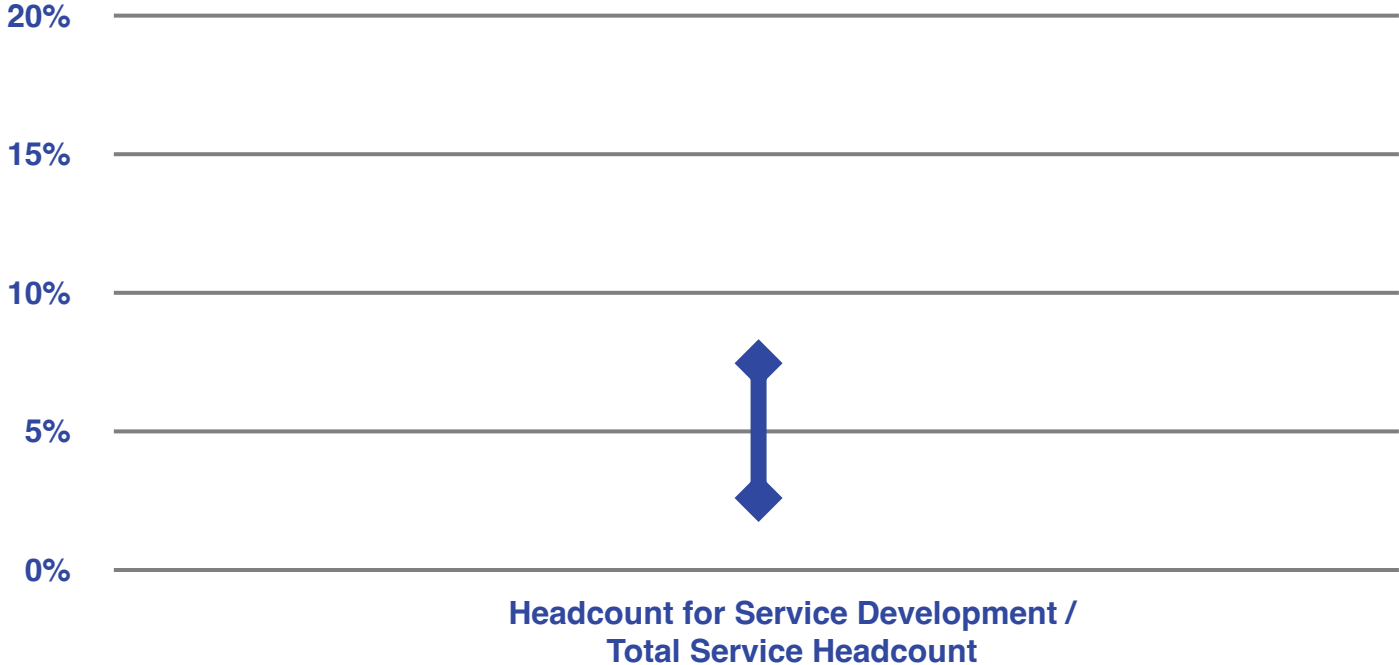
Too little capacity for service marketing (& sales)

From the Service Transformation Benchmark



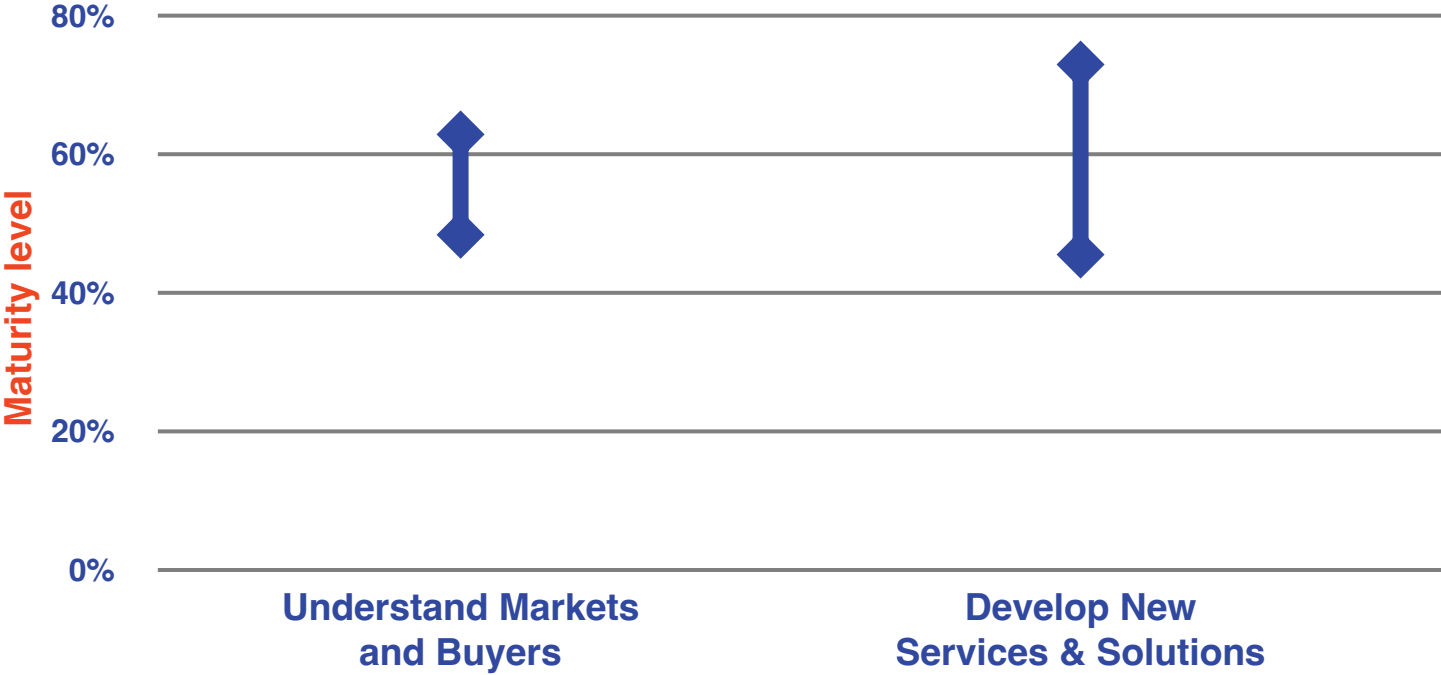
Limited capacity for service development

From the Service Transformation Benchmark



Limited capabilities to develop desirable services

From the Service Transformation Benchmark





In
smaller
groups



Suggested topics for discussion



Which growth opportunities have your focus?



How do you ensure your company wins?



What are the main obstacles?

Quick intro

Name

Position

Company name

Industry



Next Executive Service Roundtables

How to launch new services successfully

February 21st

16:00-17:30 CET / 10:00-11:30 ET

February 22nd

10:00-11:30 CET / 16:00-17:30 SGT

How to anticipate digital market disruption in service

March 21st

16:00-17:30 CET / 10:00-11:30 ET

March 22nd

10:00-11:30 CET / 16:00-17:30 SGT

How to Successfully Execute your Service Strategy

April 26th

16:00-17:30 CET / 10:00-12:30 ET

April 27th

09:30-11:00 CET / 16:30-18:00 SGT

Choosing next topics (poll)

1. Defining your service vision & mission
2. Monetising advanced services (remote, predictive, data-driven)
3. Advanced Service Sales & Marketing
4. Best practices for developing new services
5. Strategies to succeed with business model innovation
6. Developing strategic thinking amongst our teams
7. Executing winning service strategies
8. Building deep customer insights to drive service innovation
9. Getting useful insights from big data and analytics
10. New service (product) introduction

You will receive

- Slides and recording of the presentation
- Invitation for next Executive Service Roundtables
- Information about the:
 - Service Transformation Summit
 - Service Community Peer Groups
 - Service Transformation Benchmark



Get up-to-date knowledge, insights and information

and empower your service leadership and innovation teams to accelerate your (digital) service transformation and boost growth.

Schedule my discovery call



Lead the service transformation



Drive growth of your service business



Have services on the strategic agenda



Build critical mass in your teams





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