



Growth Drivers in Technical Service

Executive Service Roundtable - 2022

Strategic priority

Easier said than done

What works?
What doesn't?

Sustaining initiatives
versus
Growth initiatives





The Executive Service Roundtable

Every month

Short and to the point

Range of important topics

Practitioners only

moreMomentum Service Community

Service industry lacks up-to-date, evidence-based practical external insights.

Often too theoretical and anecdotal.

Share, develop and apply emerging best practices and strategies



Agenda

1. Growth drivers and strategies in services



2. Insights from benchmark



3. Discussion in smaller groups



4. Re-join and discuss next steps

5. Wrapping up

Co-moderators of today – and strategic partner Fields Service Associates



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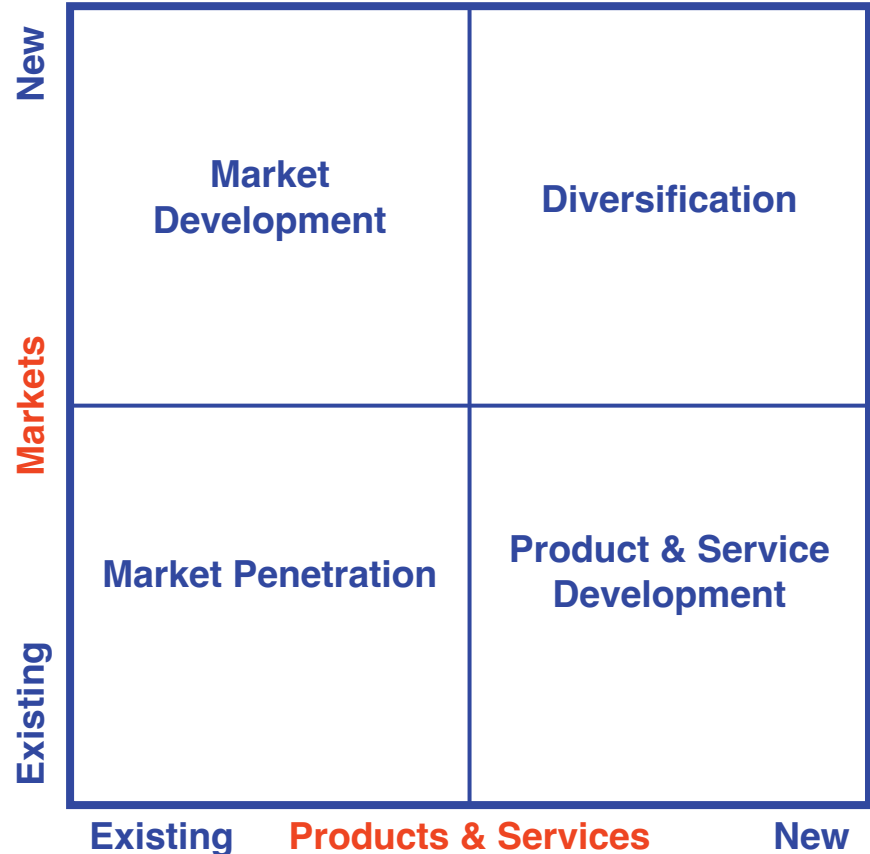
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4 Organic Growth Strategies

Grow faster than the market grows.

Best combination depends on:

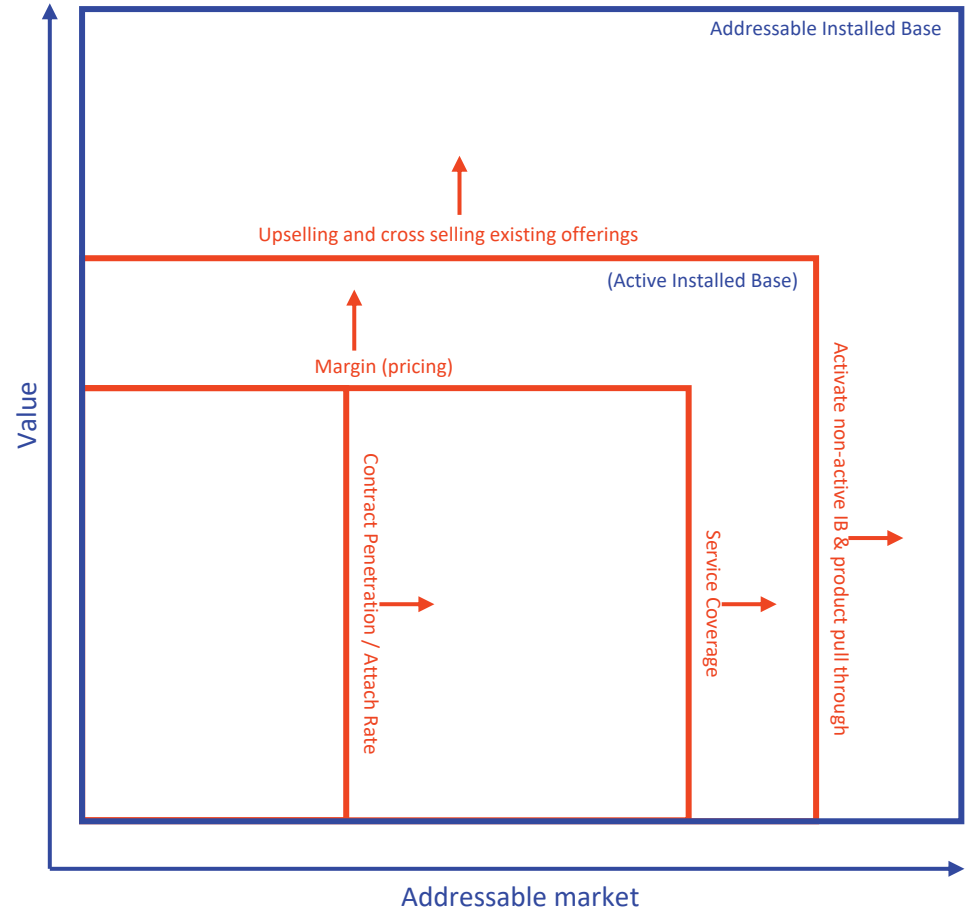
- Market opportunities
- Current service maturity
- Corporate strategy
- Etcetera



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</i>	<i>Business Process Outsourcing</i>
Effort-based engagement	<i>Service level agreement or on-demand maintenance</i>	<i>Application support and 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 competitors' customers (3rd brands)

Attracting customers from 3rd party service providers

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 to other players
in the value chain

Managed services to other players in the value
chain

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

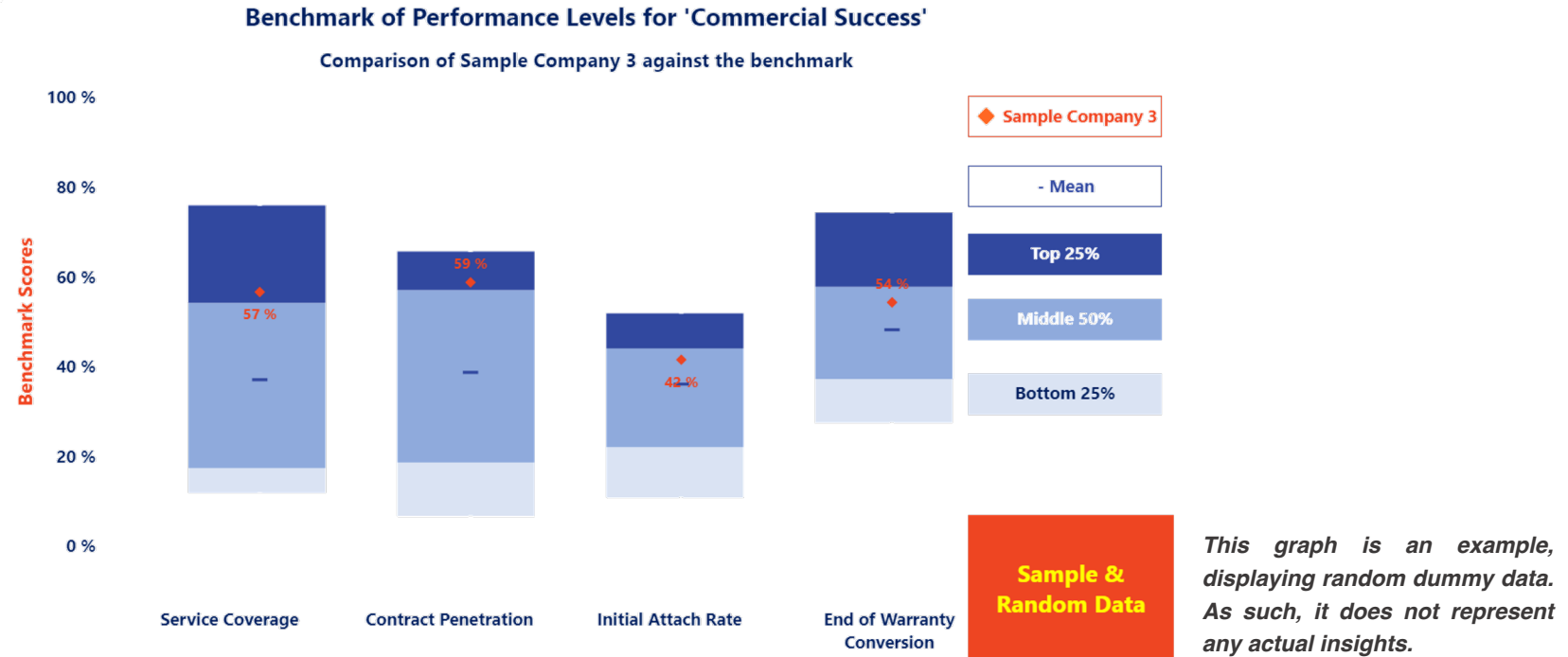
From the Service Transformation Benchmark

Summarised

Multi-level capability model as backbone

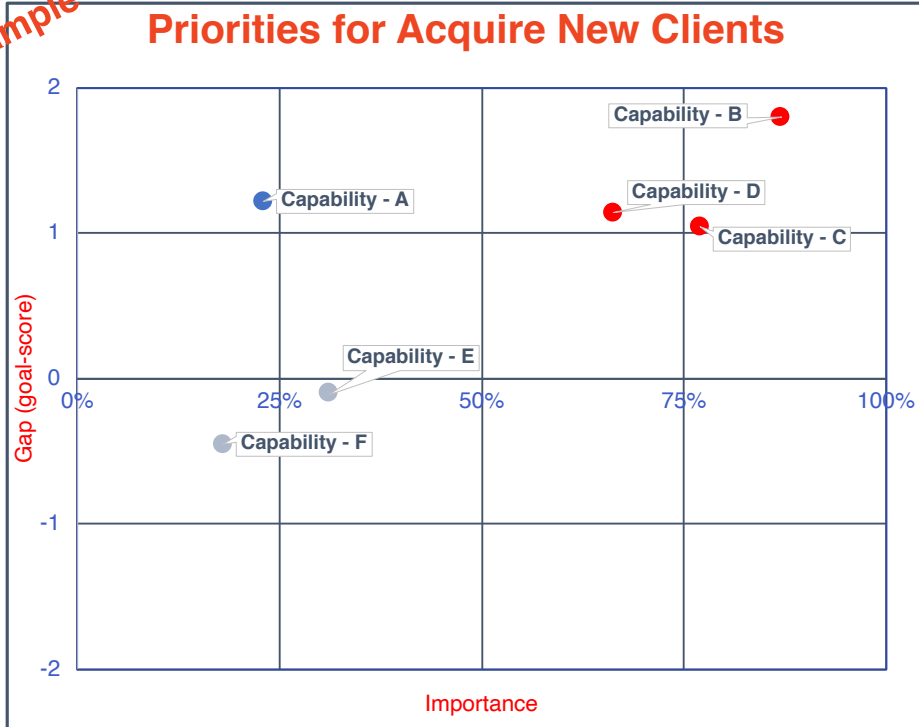


Comparing performance and maturity



Suggesting your priority matrix

Sample

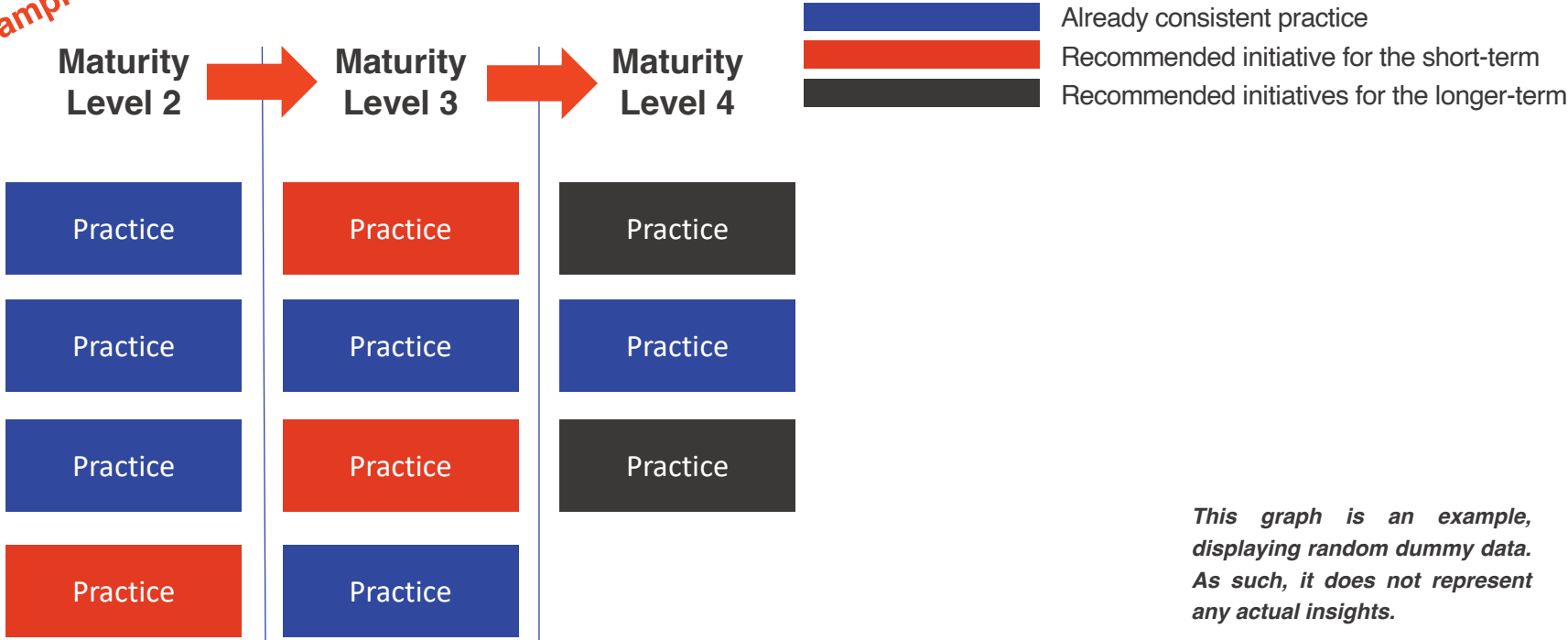


- Recommended priority
- Address if capacity is sufficient
- Maintain maturity level

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

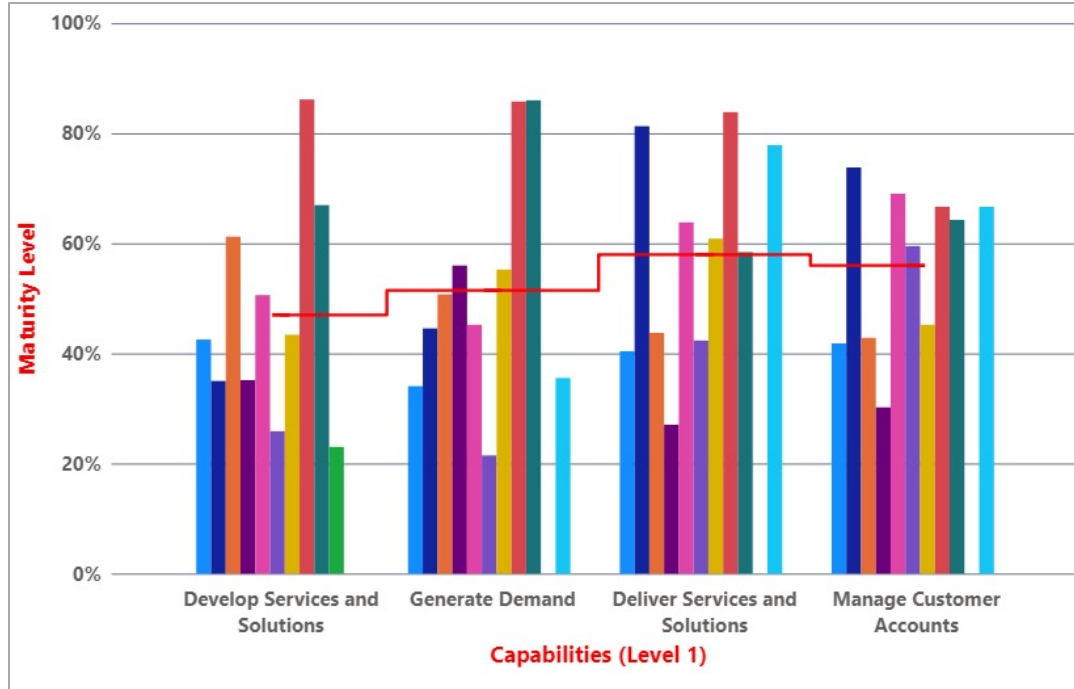
Suggesting projects for your Road to Success

Sample



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

Allows internal benchmarking too



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For a very affordable investment

Number of entities	Price €	Price \$
1	€3.000	\$3,500
2	€5.000	\$5,750
5	€10.000	\$11,500
7	€13.000	\$14,750
10	€17.000	\$19,250

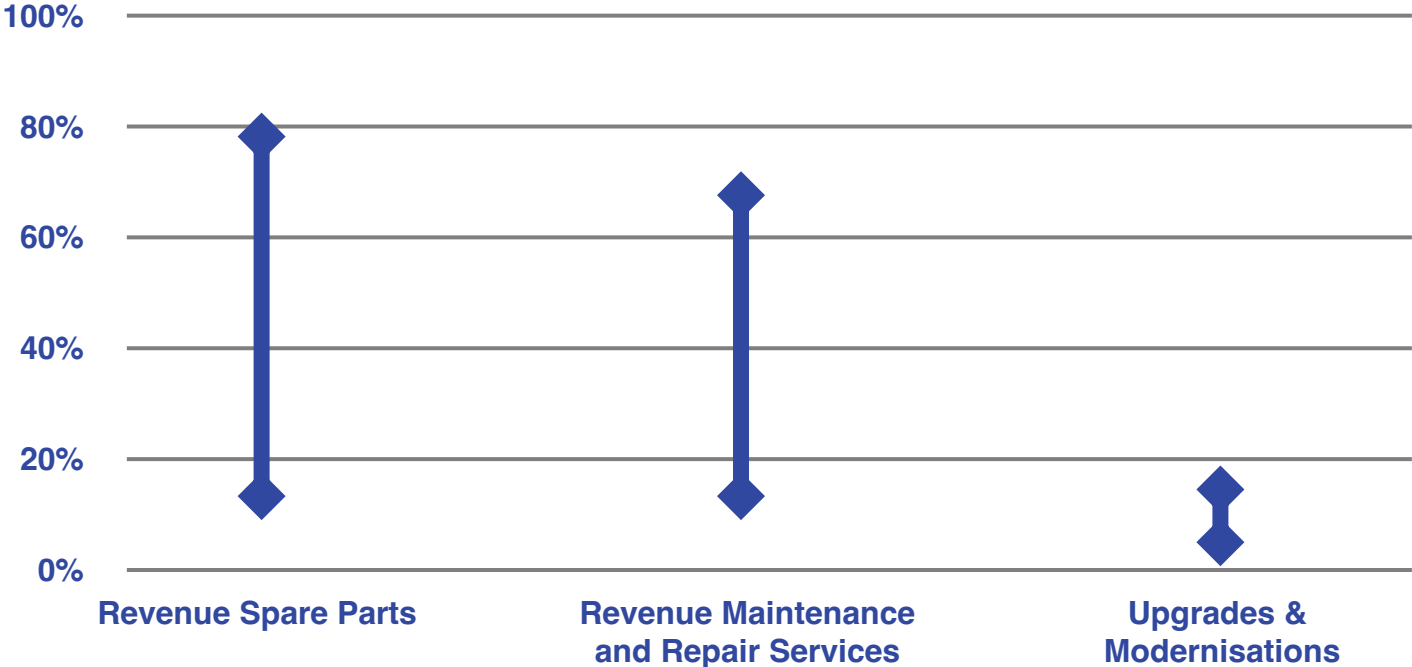


Develop Services & Solutions	Generate Demand	Deliver
Understand Markets and Buyers	Acquire New Clients	Prepare to Fulfil Demand
Manage Portfolio of Offerings	Renew, Up-sell, Re-sell & Cross-sell	Deliver
Develop New Offerings	Develop Commercial Strategy & Plan	Predict Equipment Performance, Availability & Reliability
Develop Revenue Model and Pricing Strategy	Manage Commercial Operation & Organisation	Manage Delivery Operation & Organisation
Build & Test Capabilities		
Rollout New Services & Solutions		

Product Lifecycle Services

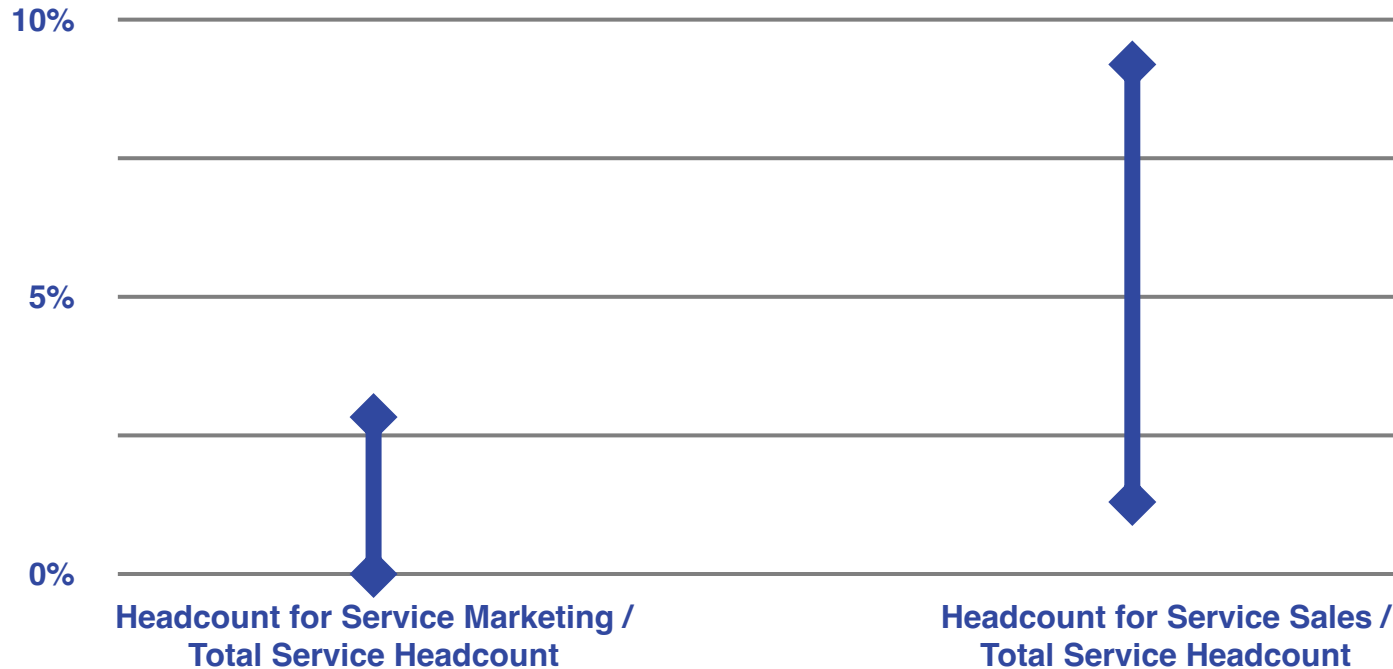
Revenue from basic services on the table

From the Service Transformation Benchmark



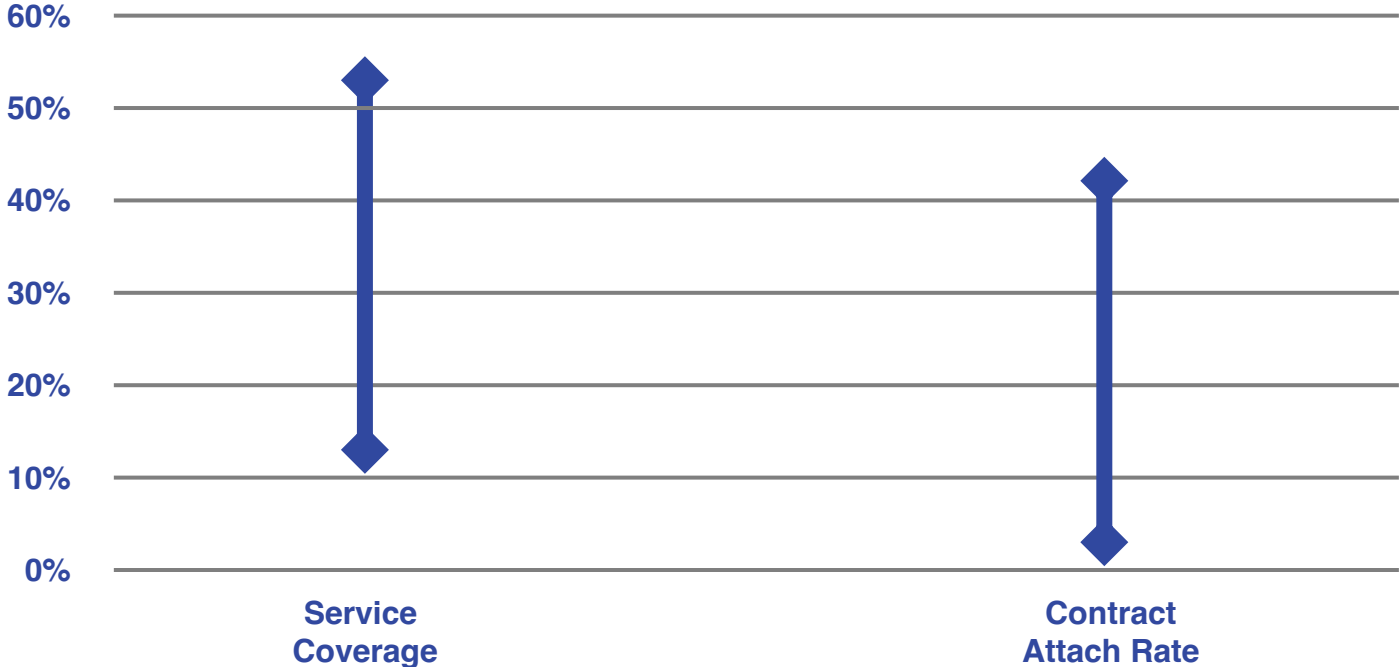
Too little capacity for service marketing (& sales)

From the Service Transformation Benchmark



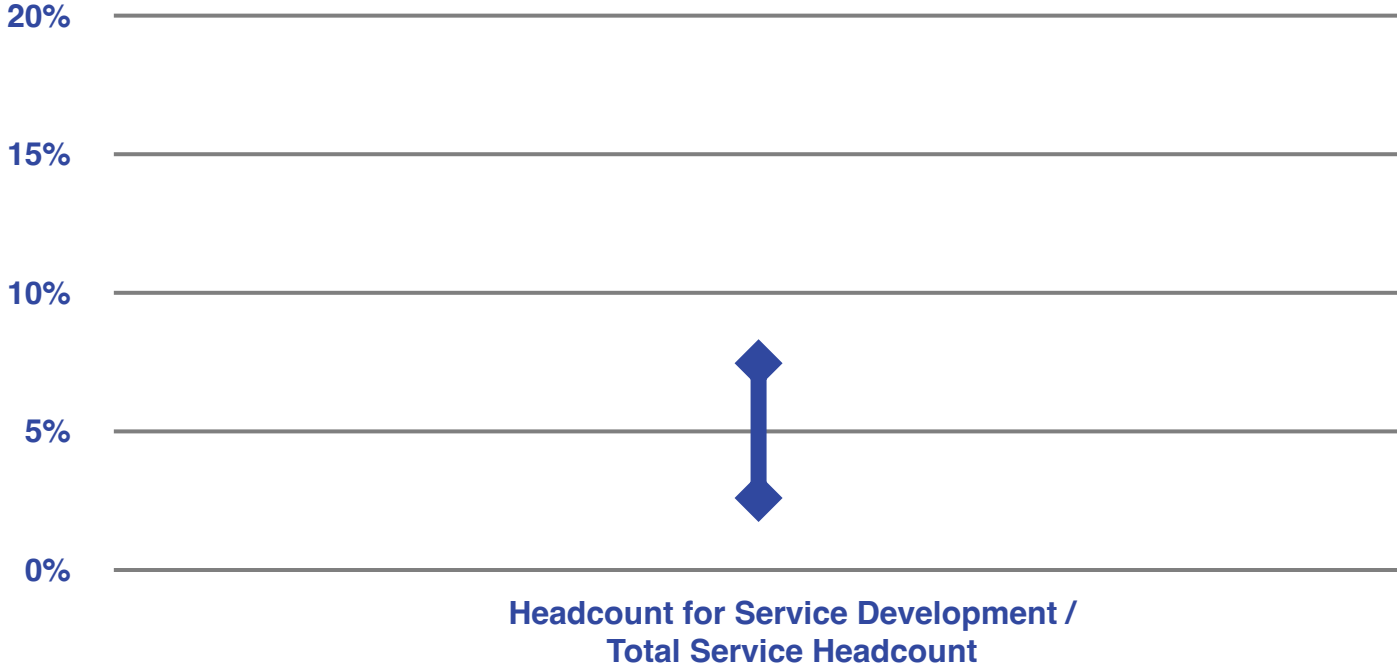
A lot of potential in installed base

From the Service Transformation Benchmark



Limited capacity for service development

From the Service Transformation Benchmark



Discussion questions

What are the best strategies?

- When (conditions or circumstances)?
- What potential?
- Examples?

What are challenge and risks?

What are the strategic priorities for success?

What questions remain for further discussion?



Wrapping up

Next Executive Service Roundtable session **April 13th 16:00-17:30 CET**

Potential topics:

- A. Digital market disruption in service
- B. Monetising advanced services (remote, predictive, data-driven)
- C. Advanced Service Sales
- D. Service Marketing
- E. Increasing contract attach rate
- F. Data literacy and capabilities
- G. Process automation
- H. Avoiding the commodity trap

Wrapping up

Next Executive Service Roundtable session **April 13th 16:00-17:30 CET**

You will receive an email with:

- Schedule of upcoming Executive Service Roundtable sessions
- Slides and recording of the presentation
- Link to the Information Growth Drivers for Services Scorecard
- Information about the Scorecard & Service Transformation Benchmark



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