Monetise Advanced Services

Executive Service Roundtable - 2022

MoreMomentum
Service Community for Manufacturers

Advancing your service offering

Performance Solutions

Remote Service

Proactive

Digitalisation

Automation

Predictive

Outcome Based

PaaS

Disruption

Consultancy Services

Data & Algorithms

IoT

Availability
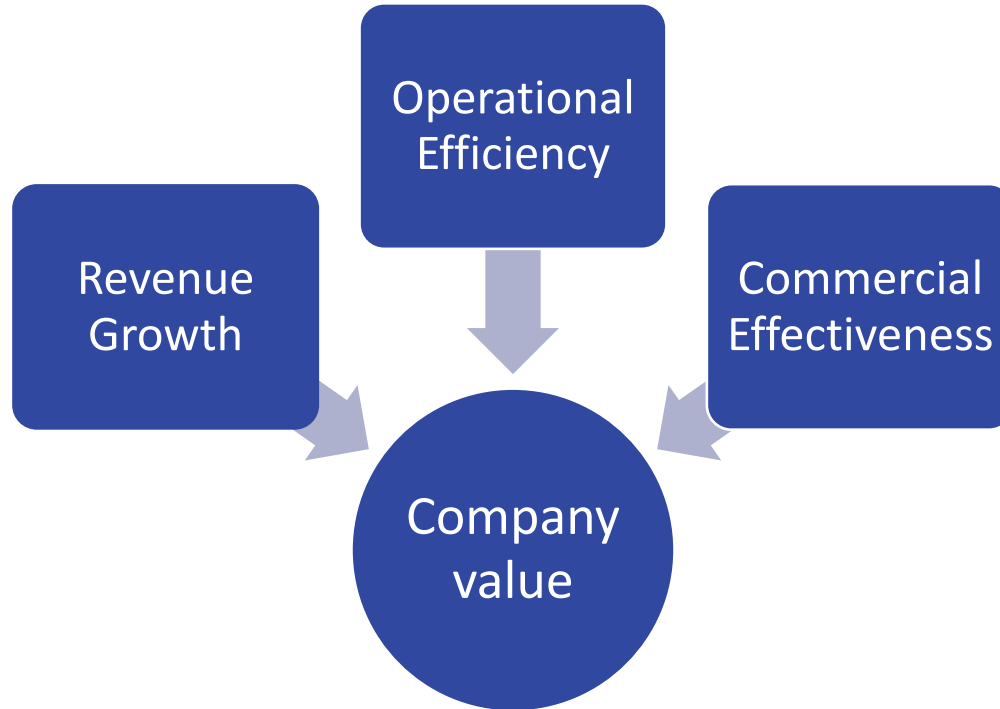
Customer Success

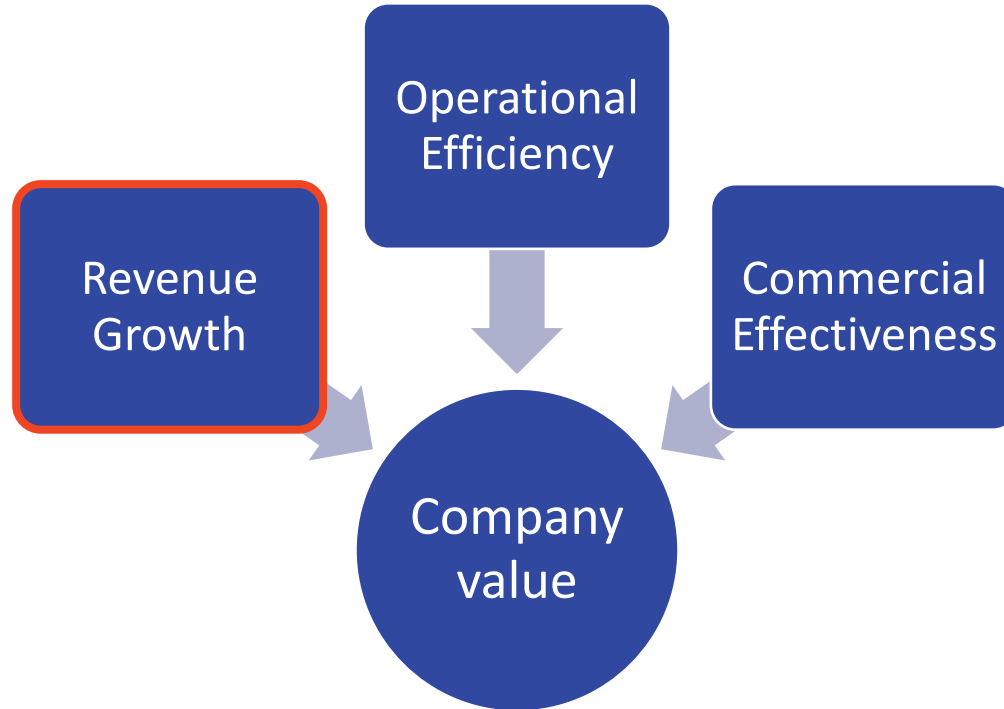Training Services

Process Outsourcing

Application Support

Big Data

Setting the scene:
Monetise Advanced Capabilities / Services

Setting the scene:
Monetise Advanced Capabilities / Services

The Executive Service Roundtable

Every month

Short and to the point

Range of important topics

Practitioners only

Agenda

1. **Monetising Advanced Services**

2. **Insights from benchmark**

3. **Discussion in smaller groups**

4. **Re-join and discuss next steps**

5. **Wrapping up**

moreMomentum Service Community

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

Share, develop and apply emerging best practices and strategies:

- Peer Group

- Benchmarking

- Advisory

- Roundtable

Co-moderators of today – and strategic partners of moreMomentum

Mark Homer
Field Service Associates
mark.homer@fieldserviceassociates.com

Dave Hart
Field Service Associates
dave.hart@fieldserviceassociates.com
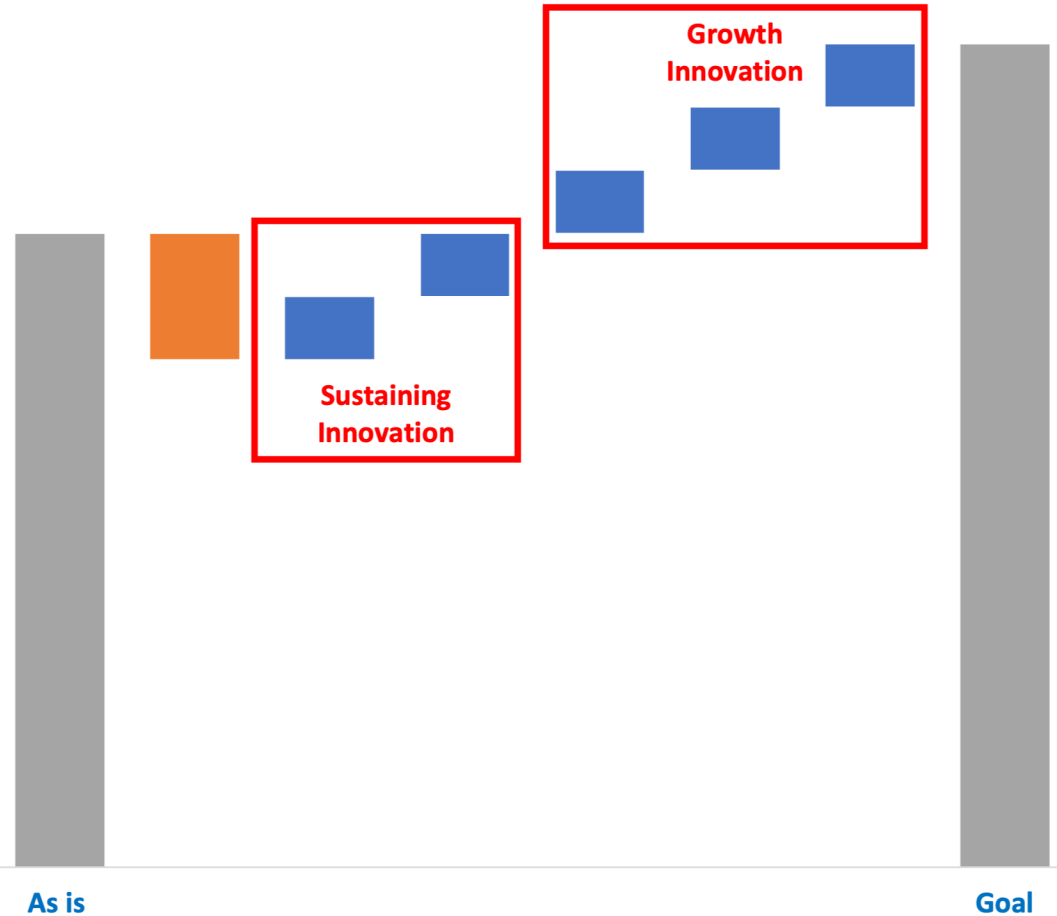
Laurent Mellah
Service & Sens
l.mellah@service-sens.com

Sustaining vs Growth Innovation

Examples of sustaining innovations

(The "expected" improvements)

- New features in software
- Lower fuel consumption of cars
- Quicker response times
- Higher uptimes
- Online service portal

- Predictive maintenance?

Growth Innovation

Sustaining Innovation

As is

Goal

Solve Bigger Customer Problems

Customers bother about big problems

Different customers have different problems

Big problems have other problem-owners and decision-makers

Typical pitfalls

- **Focus on small, insignificant problems**

- **Focus on partial sub-problems**

- **Focus on problems your clients are not really trying to solve**

- **Focus on problems which are already solved – good enough**

- **Focus on issues customers have with your equipment or organisation**

- **Stuck in existing circle of buyers, instead of the pain-chain**

Identifying customers' problems
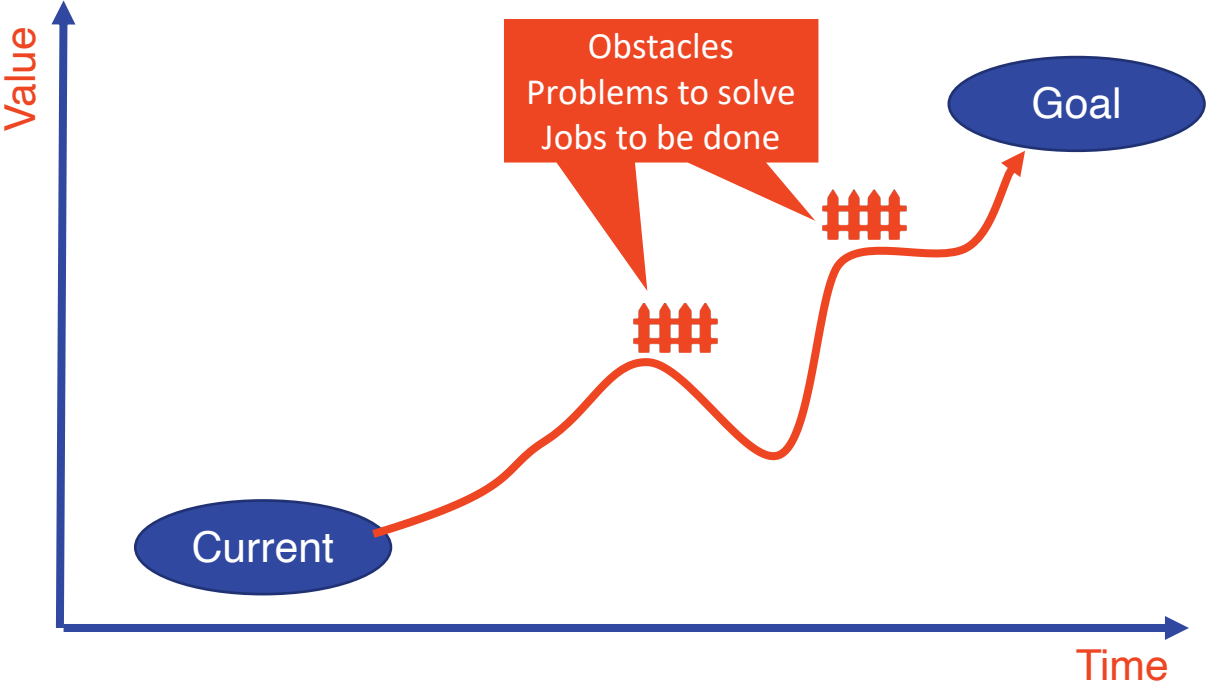
Articulate customer value

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

Customers trust your vision about their industry

Customers face obstacles to adopt your new solutions

Typical pitfals

- **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
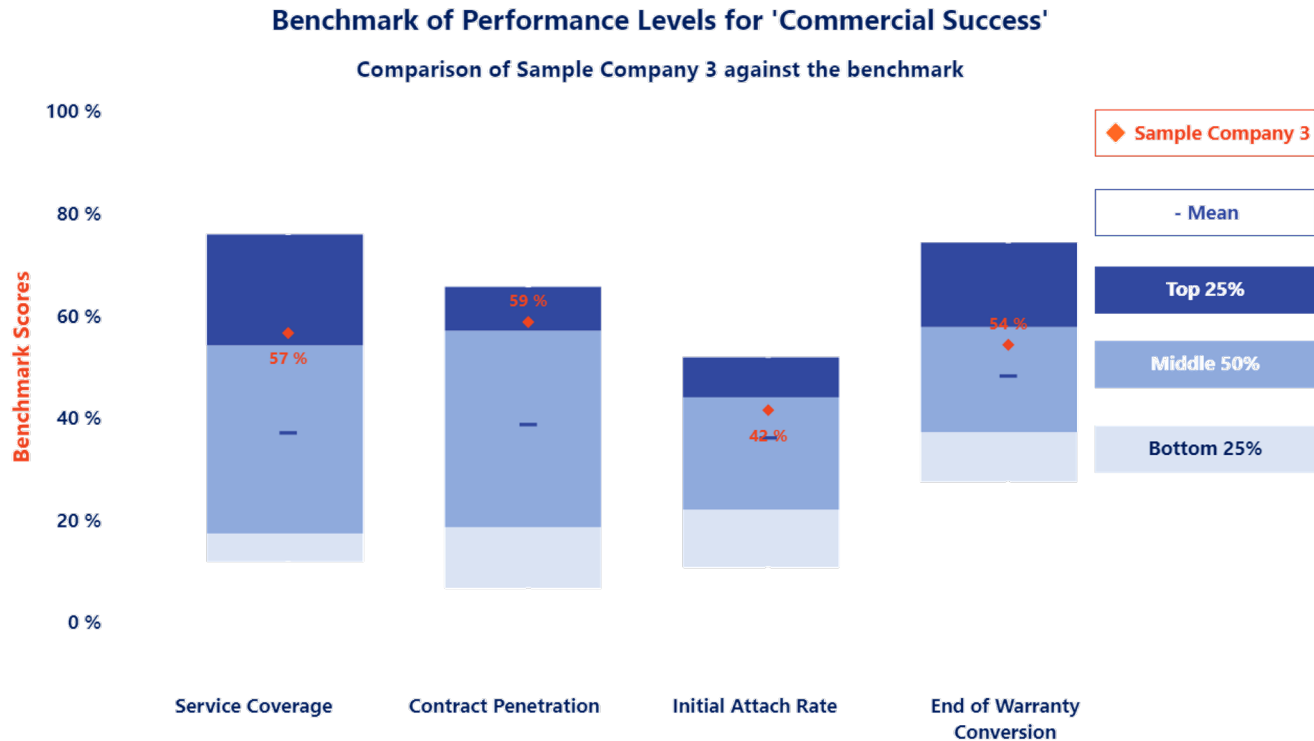- **Not linking value to challenges of the "new" DMU**

From the Service Transformation Benchmark

Summarised

Multi-level capability model as backbone

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							
Product Lifecycle Services							
Operational Solutions							
Integrated Solutions							

Service Business Models

Comparing performance and maturity

Benchmark of Performance Levels for 'Commercial Success'

Comparison of Sample Company 3 against the benchmark
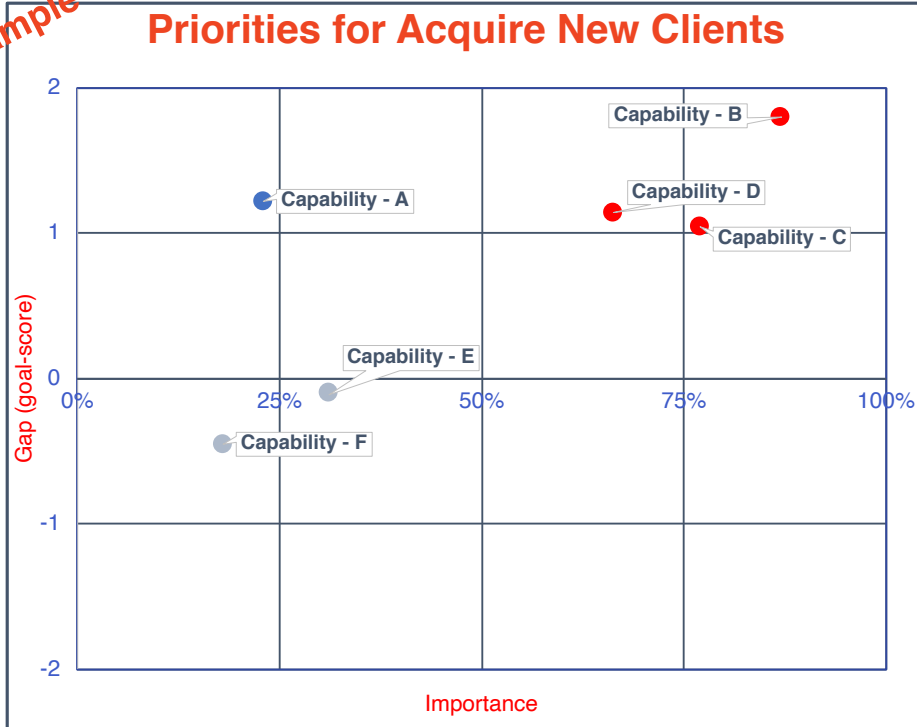
This graph is an example, displaying random dummy data. As such, it does not represent any actual insights.
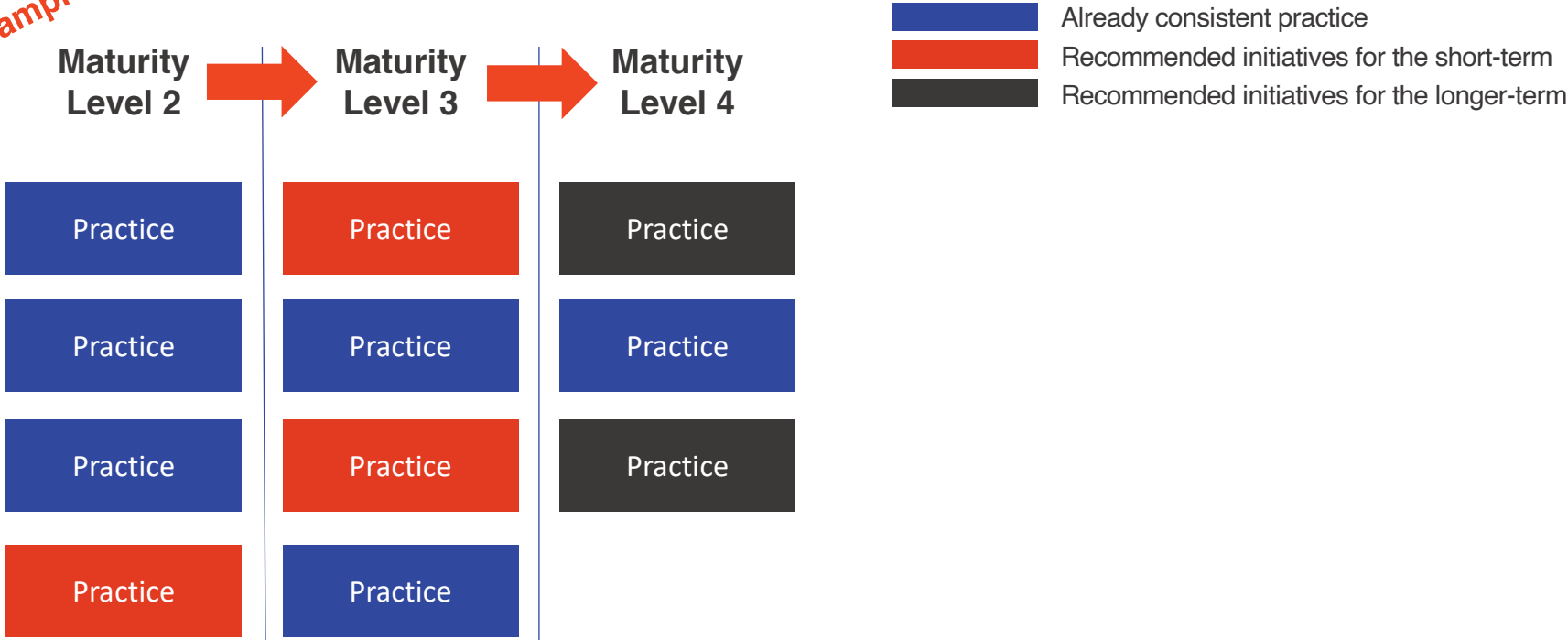
Suggesting your priority matrix

Priorities for Acquire New Clients

Sample

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

Gap (goal-score)

Capability - B

Capability - A

Capability - D

Capability - C

Capability - E

Capability - F

2

1

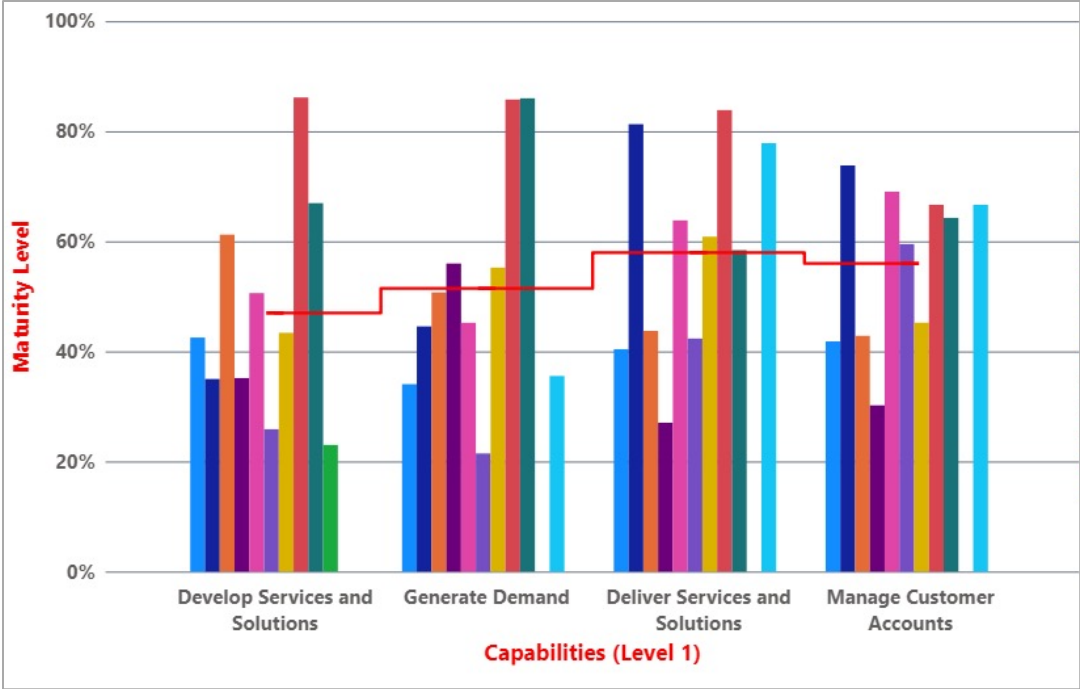0

-1

-2

0%   25%   50%   75%   100%

Importance

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

Maturity Level 2 → Maturity Level 3 → Maturity Level 4

	Legend
	Already consistent practice
	Recommended initiatives for the short-term
	Recommended initiatives for the longer-term

| Maturity Level 2	Maturity Level 3	Maturity Level 4
Practice	Practice	Practice
Practice	Practice	Practice
Practice	Practice	Practice
Practice	Practice	

Allows internal benchmarking too

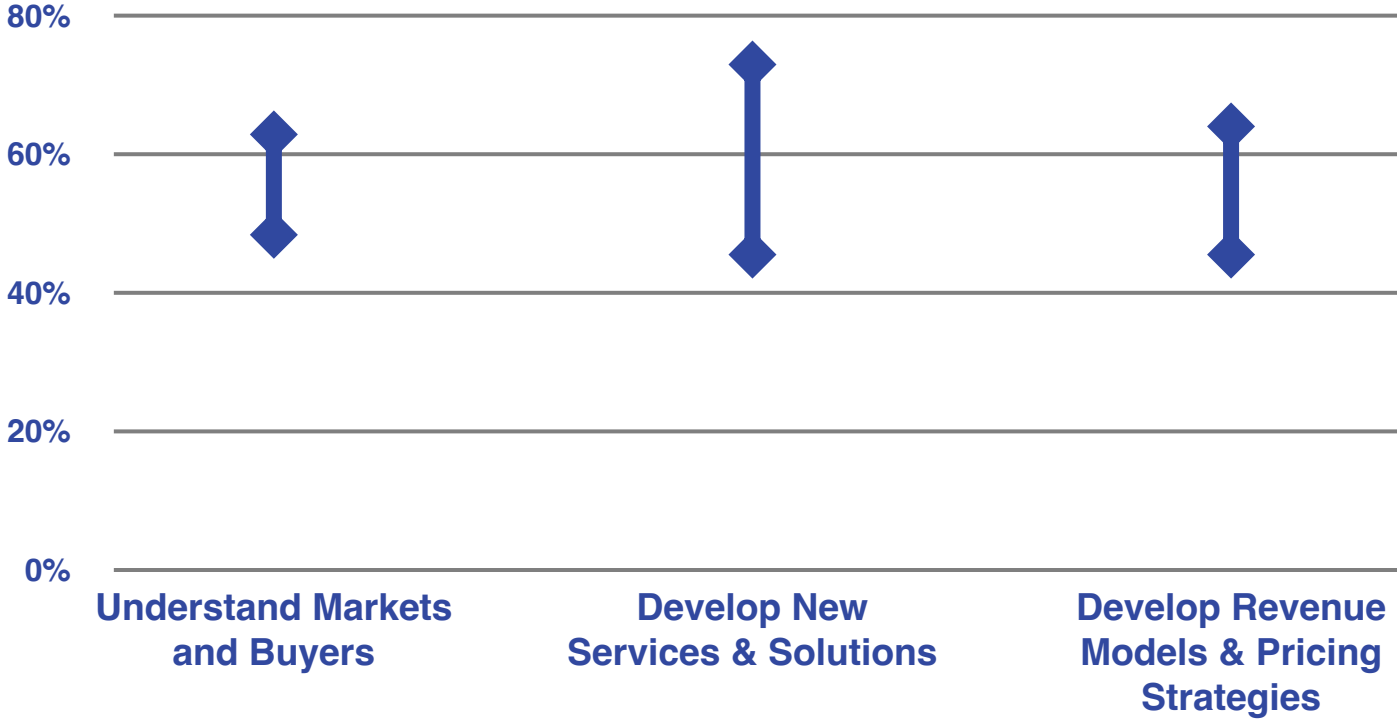*This graph is an example, displaying random dummy data. As such, it does not represent any actual insights.*

Little capacity for service & market development
From the Service Transformation Benchmark
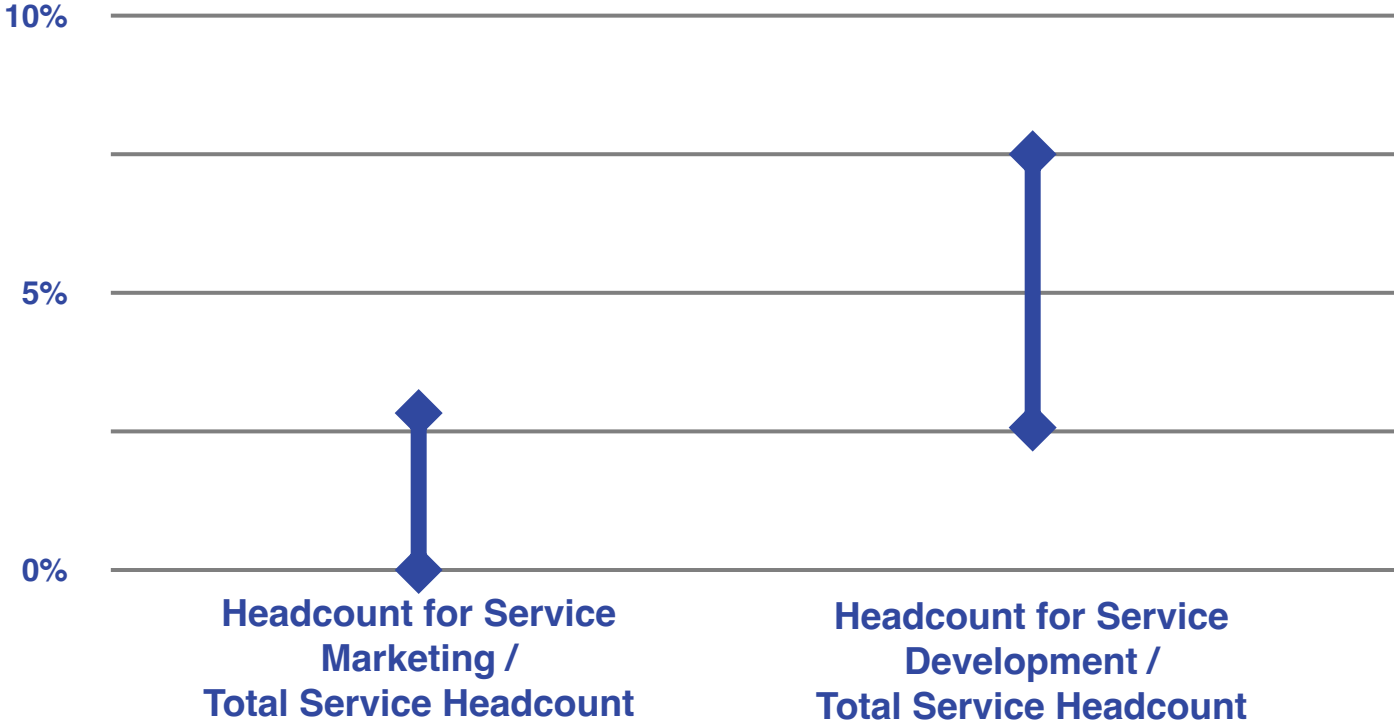
On average, low maturity to monetise
From the Service Transformation Benchmark

Discussion questions

What are / have been major challenges when monetising services?

What strategies did you use to overcome these challenges?

What questions remain for further discussion?

In smaller groups

Next Executive Service Roundtable

Digital Market Disruption in Service

May 19th 10:00-11:30 CET and 16:00-17:30 CET

Potential topics for following Roundtables:
  A. Data literacy and capabilities
  B. Services in a circular economy
  C. Outcome based service models
  D. Pro's and con's of Product-as-a-Service models
  E. New value propositions with data
  F. Other

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

www.moreMomentum.eu