

Att öka marginalen i eftermarknaden genom industrialisering av tjänster

Resultat från projektet

Industrializing After Sales Services, IASS



Industrialization of After Sales Services

Prices and Contracts

Customer touch-points

Cost efficiency

Value Creation

Industrialisering av tjänster

***Per Olof Brehmer, Assisterande Professor,
chef Linköping School of Management
(EKI)***

***Christer Löfgren, Produkt Manager Service
Market, BT Europe***



Industrialization means integration

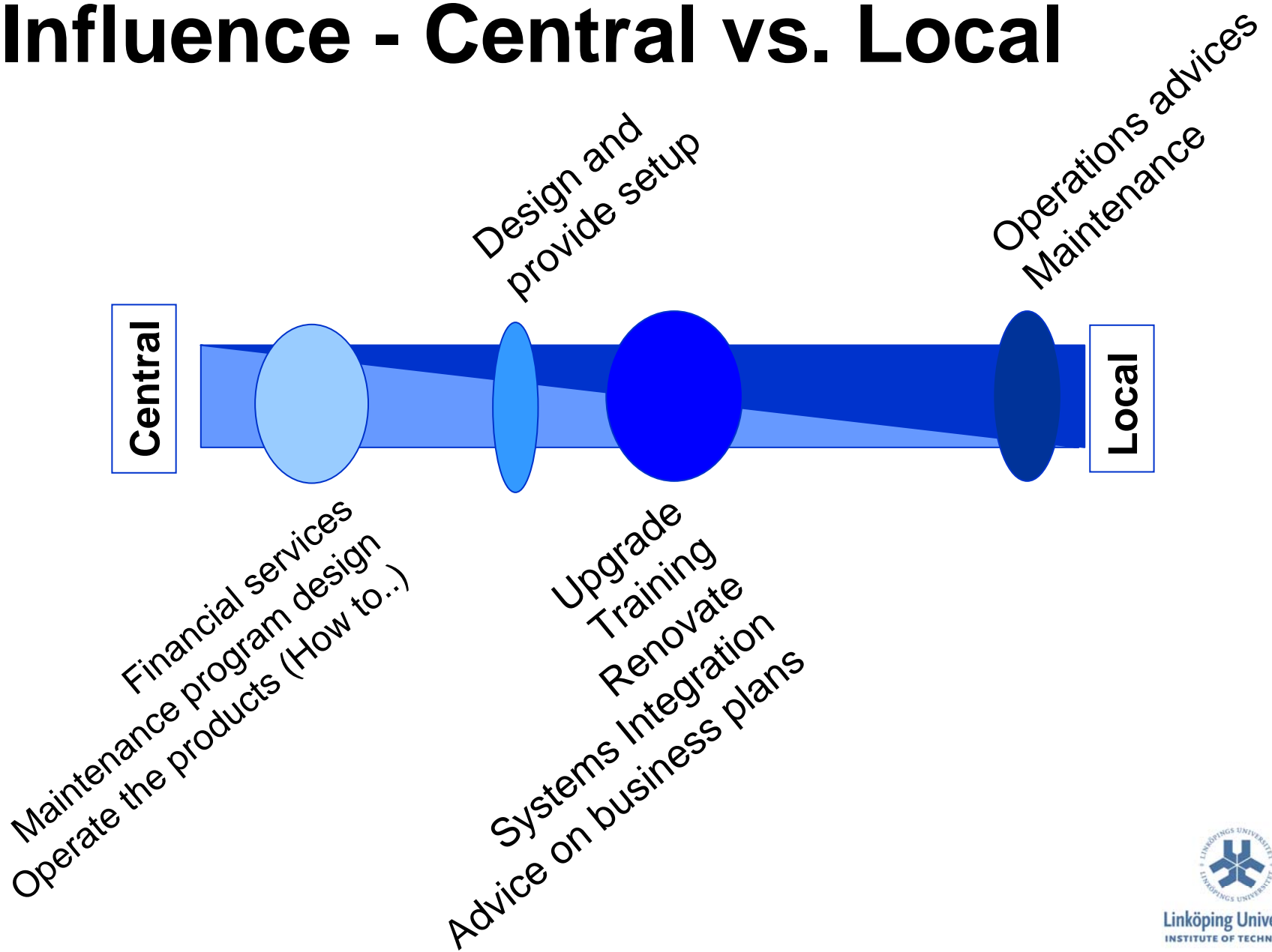
Industrialization of after sales services mean that the company integrates several dimensions as discussed in the project:

- Service processes
- Service modularization
- Customer understanding
- Prizing
- Balancing central and local dimensions in development and offering
- Technology to support the service process

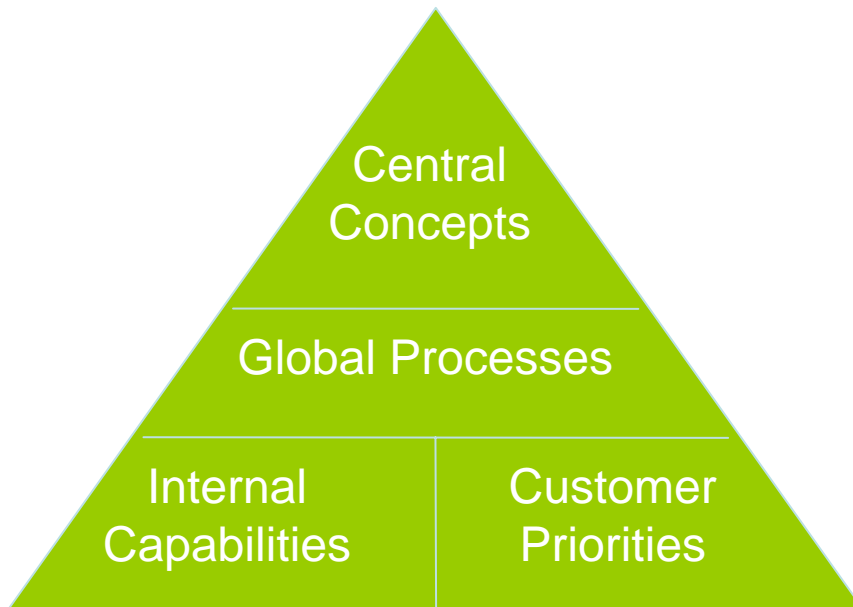
What after sales services are offered?

		Telia Sonera	Metso Minerals	Electrolux Laundry Systems	Volvo Bus	ITT Flygt	Saab Aero- systems	BT	Linde Gas/ AGA
1	Operational services								
	Maintenance	@	@	@	@	@	@	@	@
	Training		@	@	@	@	Partly	@	@
	Upgrade	@	@	@	@	@	@	@	@
	Renovate		@	(@)	@	@	@	@	
	Operate the products		@		(@)	@			@
2	Business consultancy services								
	Advice on business plans, installations		@	@	@	@	@	@	@
	Design and provide the setup	@	@	@	@	@	(@)	@	@
	Maintenance program design		@	@	@	@	@	@	@
	Operations advices	@	@	@	@	@	@	@	@
2	Financial services								
	From investment to operations costs		@	@	@	@	@	@	@
	Operations		(@)		@	@		@	@
4	System integration								
	Design and integrate HW, SW and services to customer solutions	@	@	@	@	@	@	@	@

Influence - Central vs. Local

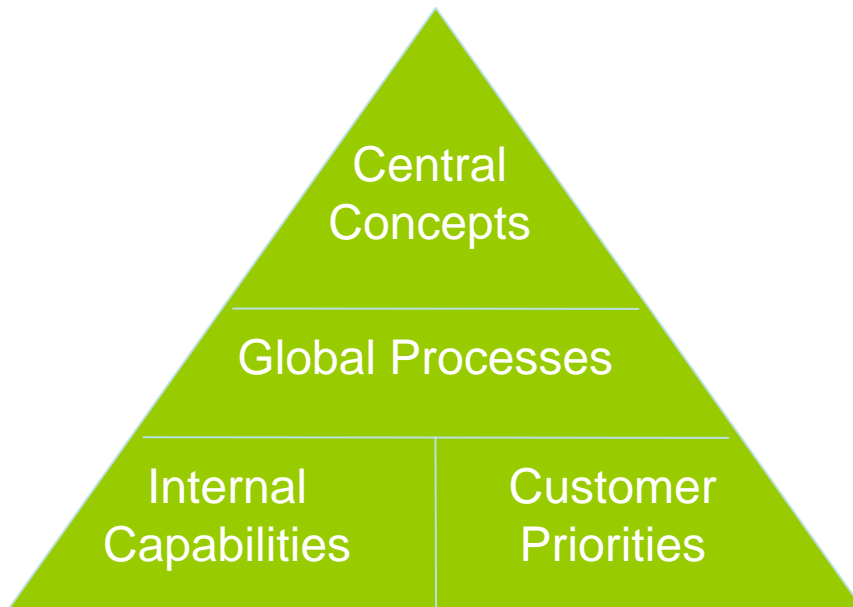


A Model for Industrialization



- Central Concepts
 - Design
 - Bundling strategy
 - Service levels
 - Pricing
- Global Processes
 - Platforms for development
 - Platforms for service delivery
 - Co-operation with customer
- Internal Capabilities
 - Internal capabilities and priorities
 - Partner support
- Customer Priorities
 - Understanding customer processes
 - Trade-offs made

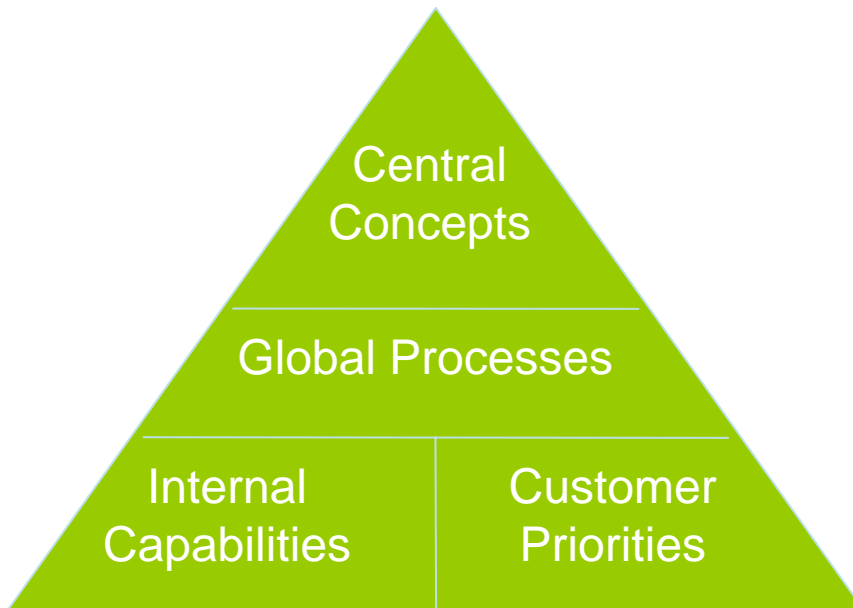
Financing - A example of largely industrialized services



- Central concepts
 - Pricing
 - Standardized content
- Global processes
 - The same processes independent of location
- Capabilities
 - Knowing in which aspects to rely on partners
- Customer priorities
 - Moving Expenses from Capital (CapEx) to Operational (OpEx)

Maintenance and service

– A potential area to industrialize



- Central concepts
 - Fixed prices
 - A content similar and depending mainly on product and customer, not on location
- Global processes
 - Standardized processes as far as possible
 - Relay thinking between back-office and service personell
- Capabilities
 - Knowing in which aspects to relay on partners but always based on the same concept and processes
- Customer priorities
 - Smooth operations and flexibility

Kostnadseffektivitet

Christian Kowalkowski, Doktorand, Linköpings
Universitet

Peter Ståhl, ITT Flygt

Jörgen Pilemalm, Operations Devevelopment, Saab
Aerotech, Aircraft Services Division

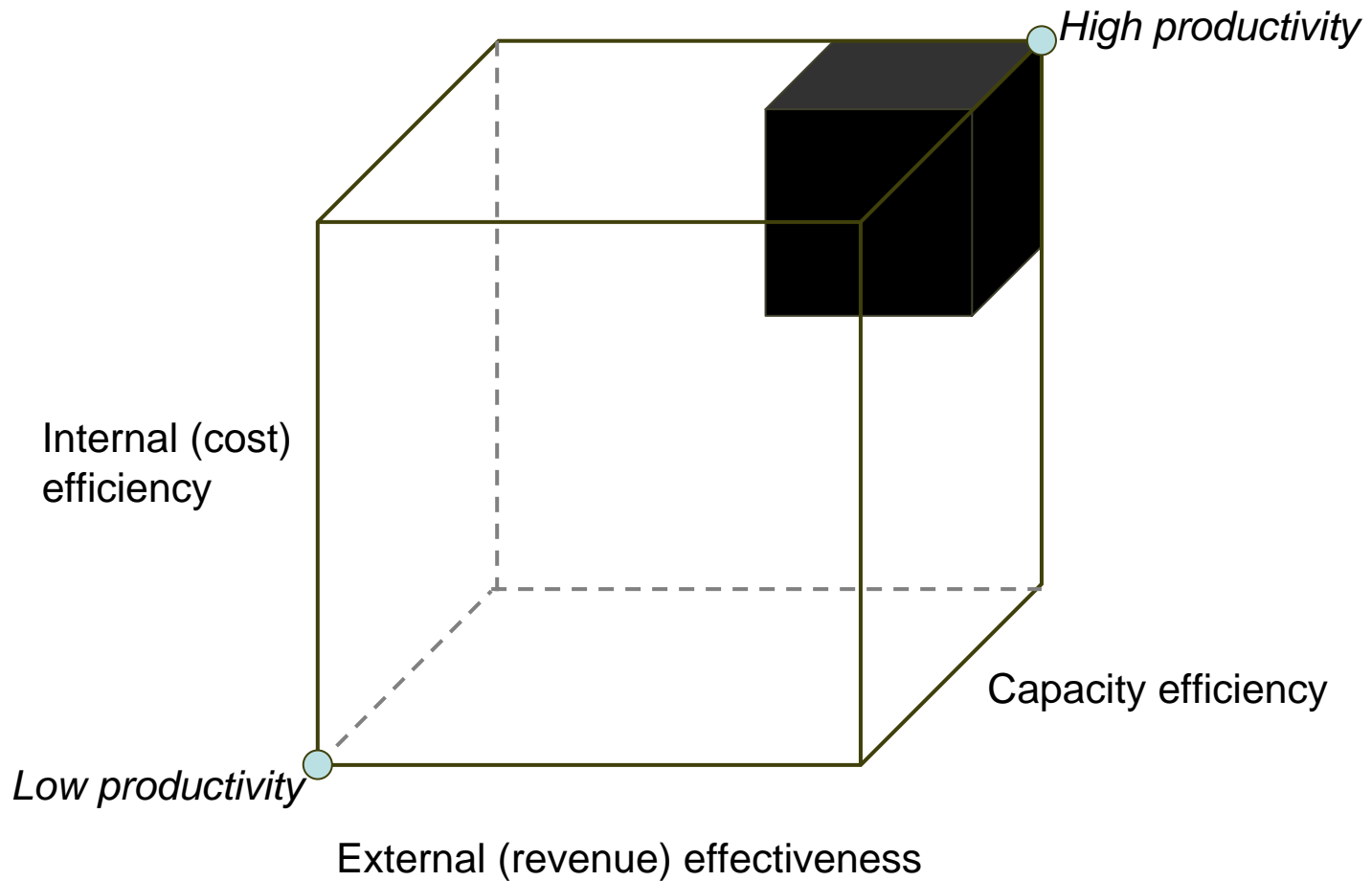


Cost Efficient Operations are Critical

- Profitability comes from spare parts and contracts, not goods
- Improvement potential for services
- The number of contract forms and the service scope vary a lot
- Obstacles are related to both the industry and the individual companies



Service Productivity Aspects



Källa: Ojasalo (1999) *Conceptualizing Productivity in Services*



Värdeskapande

Daniel Kindström, Tekn Dr, Linköpings
Universitet

Michael Wallén, Vice President Service, WPC
- Metso Minerals

Bo Wallmark, Director Volvo Bus Services



Some guiding questions...

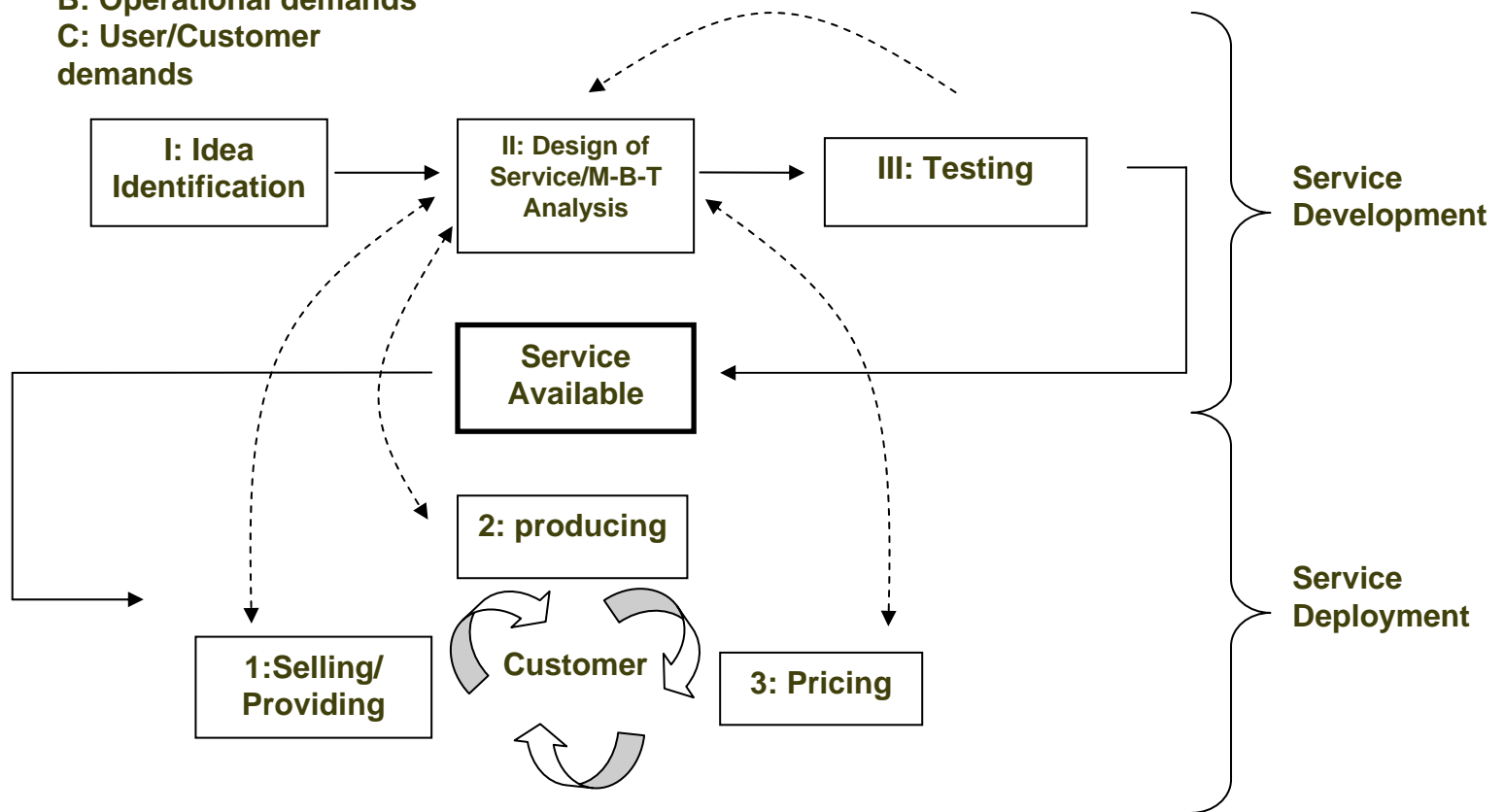
- How can companies increase their competitive advantage through value creating services and offerings?
- Can companies create value by themselves or are other actors necessary (including customers)?
- What are the challenges connected to the development and deployment of after sales services?
- plus more.



$$VALUE = \frac{\begin{matrix} \boxed{\checkmark} & \boxed{?} \\ \textit{Quality} \times \textit{Service} \end{matrix}}{\begin{matrix} \textit{Cost} \times \textit{Lead time} \\ \boxed{\checkmark} & \boxed{\checkmark} \end{matrix}}$$

Two service processes

A: Strategic demands
B: Operational demands
C: User/Customer demands



Some concluding remarks

- Standardization and customization.
- Continuous development.
- Two service processes:
 - Service development
 - Service deployment
- Interaction with, and understanding of, customers is key.
- Not just products and services anymore...
- ...complete offerings.



Kundens roll i serviceerbjudandet

Jan Agri, SVID

Lars- Olof Holm, TeliaSonera

*Thomas Fuchs, Marketing & Sales –
Services, AGA Gas*

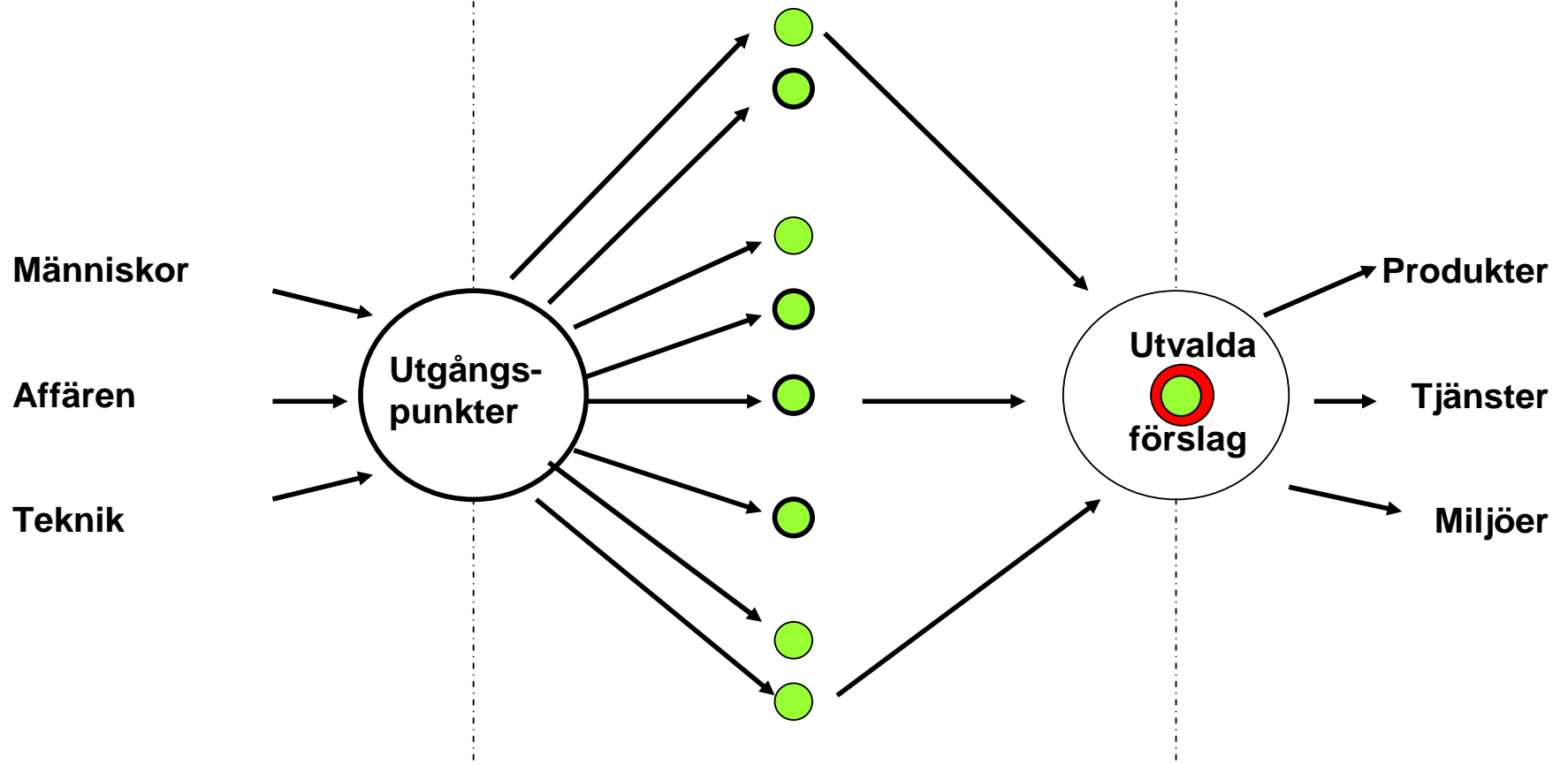


Design som metod

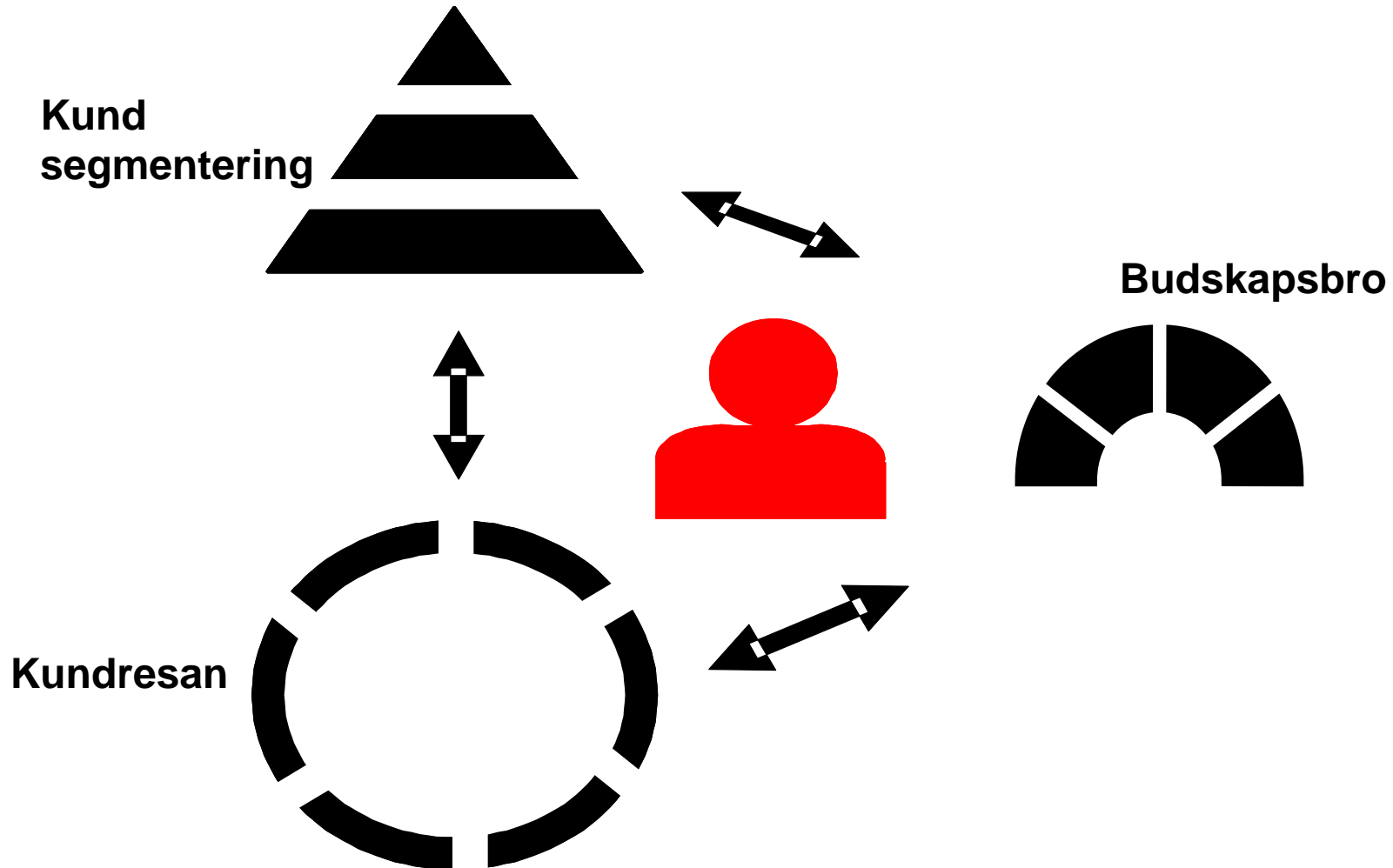
Observera och förstå

Visualisera och förфина
möjligheter

Utforma



Modellen för kunddriven tjänsteutveckling



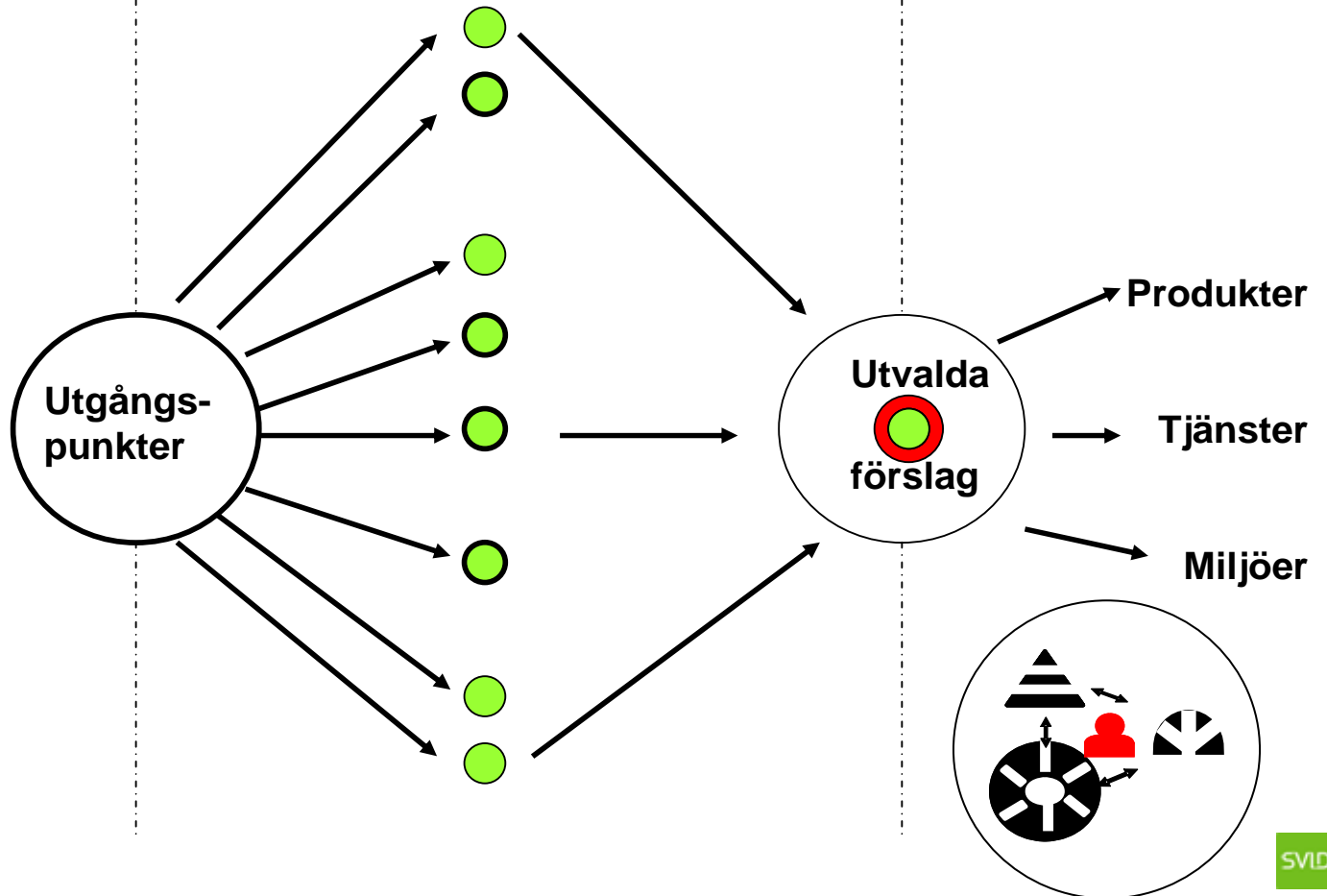
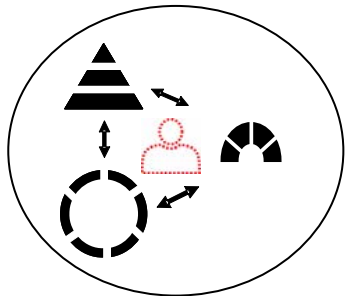
Design processen

Observera och förstå

Visualisera och förfina
möjligheter

Utforma

Kunderna



Eftermarknaden som drivande faktor för produktframtagning (produkt och tjänst i symbios)

Hur och på vilket sätt kan eftermarknaden stödja och påverka företags produktframtagning?

Tre perspektiv;

- A) Utifrån ett **affärsutvecklade perspektiv** identifiera krav från eftermarknaden.
- B) Utifrån ett **organisatoriskt perspektiv** balansera eftermarknadens krav på produktutveckling.
- C) Utifrån ett **nätverksperspektiv** identifiera partners involvering i produktframtagning.

Förutsättningar

- Projektstart - idag
- Diskussion förväntningar och prioriteringar i respektive partnerföretag (april-juni 06)
- Första projektmöte september 06
- Finansiering VINNOVA samt partnerföretag (tid, pengar)
- Projektavslutning 2009