



Rolls Royce

Rolls Royce does not sell airplane engines, but "Power by the hour". Customers pay for the flight hours of the engine.



Philips

It does not only sell lamps, it sells "light". It offers, LED lighting as a service at Schiphol airport in Amsterdam among others.



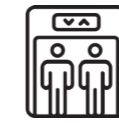
Tetra Pak

It not only offers packing and processing solutions for food and drinks. It advises its customers in the optimisation of their production processes.



HILTI

It not only focuses on selling hand tools for professionals. It also offers services for the management of the set of tools of the customers.



Orona

This company not only sells lifts. It also focuses on offering services that guarantee the availability of those products.



Michelin

It not only sells tyres, "Michelin Fleet Solutions" offers a service of payment per kilometer, as well as evaluations of the state of the tyres, etc.



Apple

It not only sells hardware. With the aim of becoming a service company, it sells its new "Apple Streaming TV" service in Samsung televisions.



Audi

It not only sells vehicles. It offers the "Audi Unite" service among others, through which the use of new Audi cars is shared among different families.



Danobat

It does not manufacture just any type of machine. Each one is unique, tailor-made for the customer. It offers diagnostic services, remote assistance and/or advanced training for their machine operators, etc.



Siemens Gamesa

It not only manufactures wind turbines. It offers different services to improve the customer's processes, as well as training, operation of wind farms, or even the promotion activity itself.



MAN

Apart from selling lorries, the new "MAN Digital Services" offers tailor-made digital solutions, meaning that it optimises the customer's business with a simple reservation in the "Marketplace" app.



Alfa

It not only sells sewing machines. It also offers assistance to cope with the problems of users during the sewing activity, participation in workshops and contests, and the option of visiting their museum.



Xerox

This company not only focuses on photocopiers, it also offers pay-per-sheet services, as well as services of production and management of documents, and services for the subcontracting of business processes.



Vidrala

It not only supplies containers manufactured with different types of glass. Through its new "Encirq" service, it produces, fills in and takes care of logistics. That way fulfilling a large part of its customers' operations.



Bimbo

It not only sells bread, it is an example of integration of services, as it distributes directly to the selling point to ensure that its products are fresh, and benefit from its logistical and commercial capabilities.



CAF

It not only offers products that encompass rolling materials and railway components. It also makes a well-developed offer of services available for refurbishment of railway carriages.



Dell

It not only sells hardware. It offers training for end users, data center administration simplification services, etc.



Caterpillar

It is not only a company of machinery for construction use. It includes, remote tracking services, 24h location of the equipment, monitoring, etc.



Urola

It not only offers machines for the manufacture of containers. It offers services to improve the performance of the customer among others.



Repsol

Apart from being an oil company, it offers a mobile payment "Waylet" app, an auto cleaning system, pick-up of Amazon orders, etc.

No.	EXTERNAL	YES/NO
1	Do our customers explicitly demand new services?	
2	Do our direct competitors and/or benchmark companies in our sector have an advanced service offering?	
3	Do our competitors and/or benchmark companies in our sector manage to differentiate themselves by their service offerings?	
4	Do our competitors monetize services that we deliver for free?	
5	Do our customers demand customised/highly personalised products from us?	
6	Do we have continuous interactions before, during and after the sale of our products with our customers?	
7	Do we carry out support/service actions before, during and after the sale of product that we do not manage to monetize?	
8	Do we actively intervene in the end of life of our products?	
9	Do our relationships with customers tend to be increasingly symmetrical?	
10	Do we have a loyal customer portfolio?	
11	Do we have access to the customer's resources (to their plants, processes, people, technologies, etc.)?	
12	Do our customers involve us in their innovation projects?	
13	Do our clients perceive us as an innovative company? Do they perceive us as a company that takes risks and offers new proposals on a recurring basis?	
14	Do our customers not value the ownership of our product as much as the demand for the features that this product offers?	
15	Are we operating in a sector with high levels of technological maturity?	


No.	INTERNAL	YES/NO
1	Do we currently have an offer of basic services on the market?	
2	Do the basic services we currently offer allow us to have recurring income during the lifecycle of the product or do they generate differentiation from the competitors?	
3	Has the relative weight of income from our basic services tended to increase?	
4	Do we have a large and controlled product base installed?	
5	Are our products aimed at improving our customers' processes/products?	
6	Do we have customer-focused product and service design processes? For example: We apply methods for the detection of our customers' needs in a systematic and recurrent way, our customers participate in co-creation processes for the generation of new ideas and testing of them.	
7	Do we have the capacity to develop new technologies to support an advanced service offering (IoT, Big Data, AI, etc.)?	
8	Do we explore ICT (databases, integrated communications, etc.) to improve our processes and products?	
9	Do we have enough financial muscle to support new investments, acquire new resources and/or finance our customers to purchase our products?	
10	Do the people in our organisation have a vocation for innovation and a high willingness to change?	
11	Do the people in our organisation have a customer-oriented culture and a vocation for customer service?	
12	Do we consider ourselves a flexible organisation and do we have the capacity to change our structures and processes quickly?	
13	Do we have mechanisms for participation and communication to achieve a shared vision throughout the organisation?	
14	Do we have a commercial network that is used to and prepared to communicate the intangible, emotional and relational aspects of our offer?	
15	Do we have resources and/or legal assistance to develop new contracts and/or specific clauses for service offerings?	

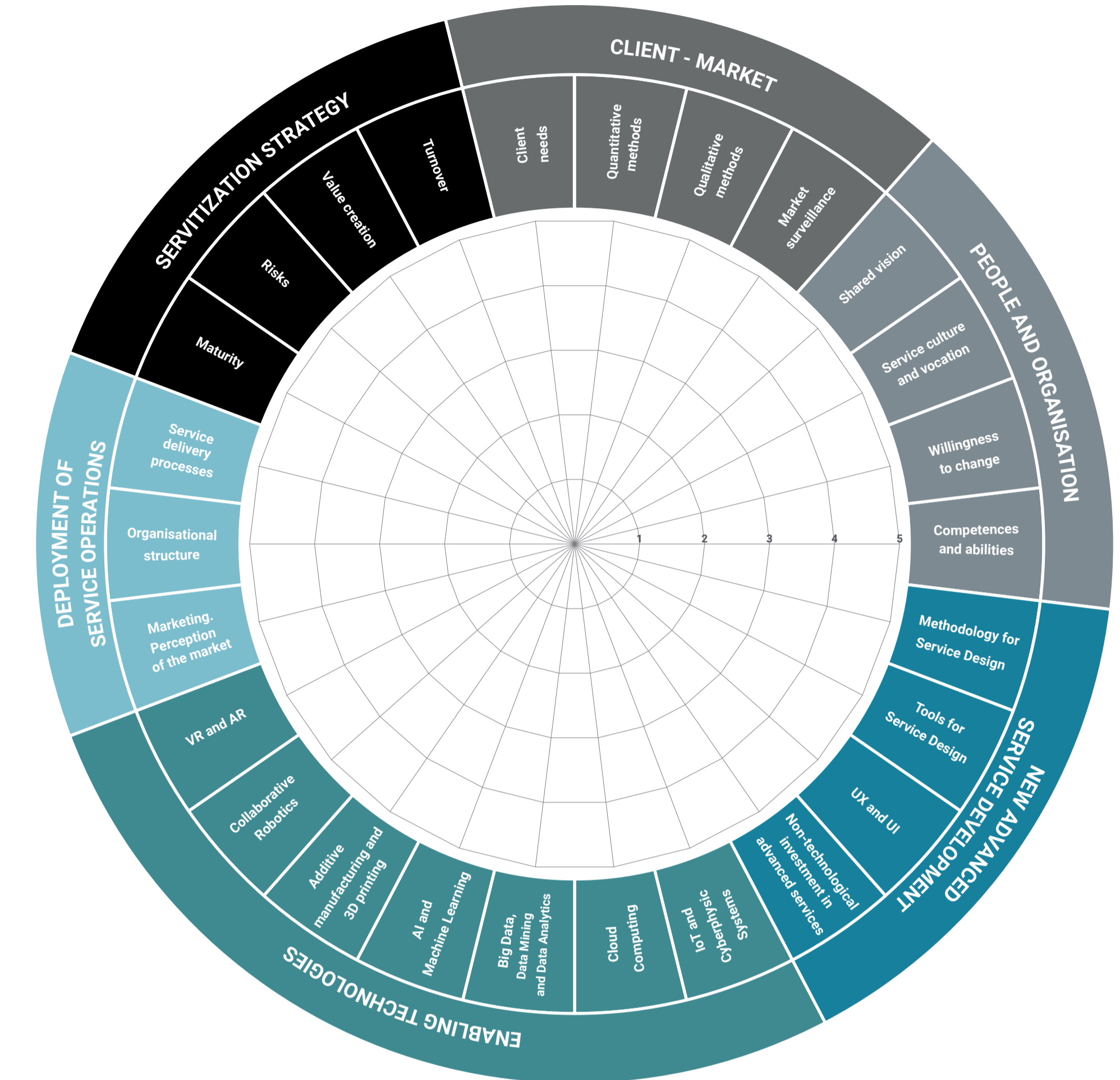


TOPIC	FOCUS	SUBTOPIC	QUESTION
SERVITIZATION STRATEGY	What are the objectives of the organisation regarding the undertaken servitization process?	Maturity of the servitization	To what extent do we have a clear servitization strategy? Are we aware of why we have undertaken this transformation?
		Risks	To what extent are we aware of the risks that we have taken/are taking when undertaking this transformation?
		Value creation	To what extent do we know which services are the ones that we have to offer so that they are valuable for the customer?
		Turnover	To what extent are the advanced services a meaningful source of income for our organisation?
CLIENT - MARKET	To what extent do we know of customer needs?	Customer needs	To what extent do we know of customer needs? To what extent do we know to adapt that information to our offer of advanced services to fulfill such needs?
		Quantitative methods to capture customer needs	To what extent do we apply and have quantitative processes (Big Data, Data Analytics...) integrated to capture customer needs?
		Qualitative methods to capture customer needs	To what extent do we apply and have qualitative processes (interviews, observations...) integrated to capture customer needs?
		Market surveillance	To what extent are we able to detect and react to new advanced services offered by our competitors?
PEOPLE AND ORGANISATION	To what extent is our organisation ready to offer advanced services?	Shared vision of the servitization strategy	To what extent are our workers informed of and share the servitization strategy?
		Service culture and vocation	To what extent do our teams have a service vocation? (e.g. they respond to several customer requests, they have a flexible behavior towards customer demands and they empathise with their needs)
		Willingness to change	To what extent are we able to make changes in our culture?
		Competences and abilities	To what extent are our workers able, trained and/or qualified to design, develop and offer advanced services?
NEW ADVANCED SERVICE DEVELOPMENT	To what extent do we have a clear and integrated process for the innovation and development of advanced services?	Methodology for Service Design	To what extent do we have and follow a clear and defined process to design and develop new advanced services?
		Tools for Service Design	To what extent do we have and use specific tools for new advanced service design and development?
		UX and UI (User Experience and User Interface)	To what extent do we have knowledge about User Experience (UX) and User Interface (UI) to materialise new advanced services in Human-Machine Interaction (HMI) platforms?
		Non-technological investment in advanced services	To what extent do we invest resources in new advanced service design and development?
ENABLING TECHNOLOGIES	To what extent have we developed the technologies that enable us to offer advanced services?	IoT and Cyberphysic Systems	To what extent have we developed IoT and/or Cyberphysic Systems that enable us to offer advanced services?
		Cloud Computing	To what extent have we developed Cloud Computing technologies that enable us to offer advanced services?
		Big Data, Data Mining and Data Analytics	To what extent have we developed Big Data, Data Mining and Data Analytics technologies that enable us to offer advanced services?
		Artificial Intelligence (AI) and Machine Learning	To what extent have we developed Artificial Intelligence technologies that enable us to offer advanced services?
		Additive manufacturing, 3D printing	To what extent have we developed Additive manufacturing and/or 3D printing technologies that enable us to offer advanced services?
		Collaborative Robotics	To what extent have we developed Collaborative Robotics technologies that enable us to offer advanced services?
		Virtual Reality (VR) and Augmented Reality (AR)	To what extent have we developed Virtual Reality and/or Augmented Reality technologies that enable us to offer advanced services?
DEPLOYMENT OF SERVICE OPERATIONS	Does the market perceive us as an organisation providing advanced services? To what extent are we able to deliver advanced services effectively and efficiently?	Marketing. Perception of the market	To what extent do our customers perceive us as an organisation providing advanced services?
		Organisational structure	To what extent is our organisation correctly structured to deliver advanced services?
		Service delivery processes	To what extent are our processes prepared to deliver advanced services?

### Punctuation guidelines.

- 1 Indefinite
- 2 Planned
- 3 Developed
- 4 Implemented
- 5 Optimised

-  Current situation
-  Ambition for the following 3 years





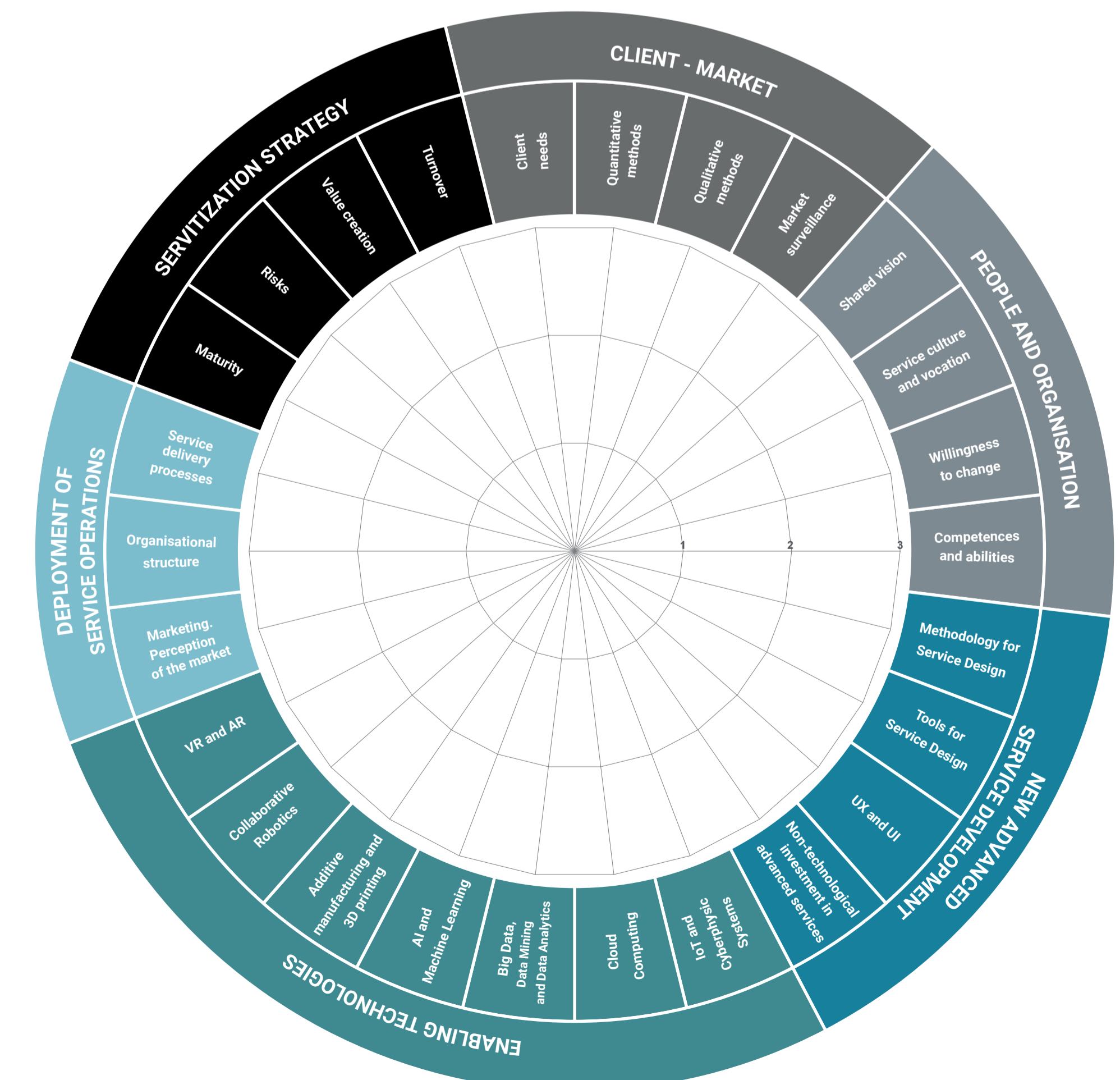
### Punctuation of difficulty.

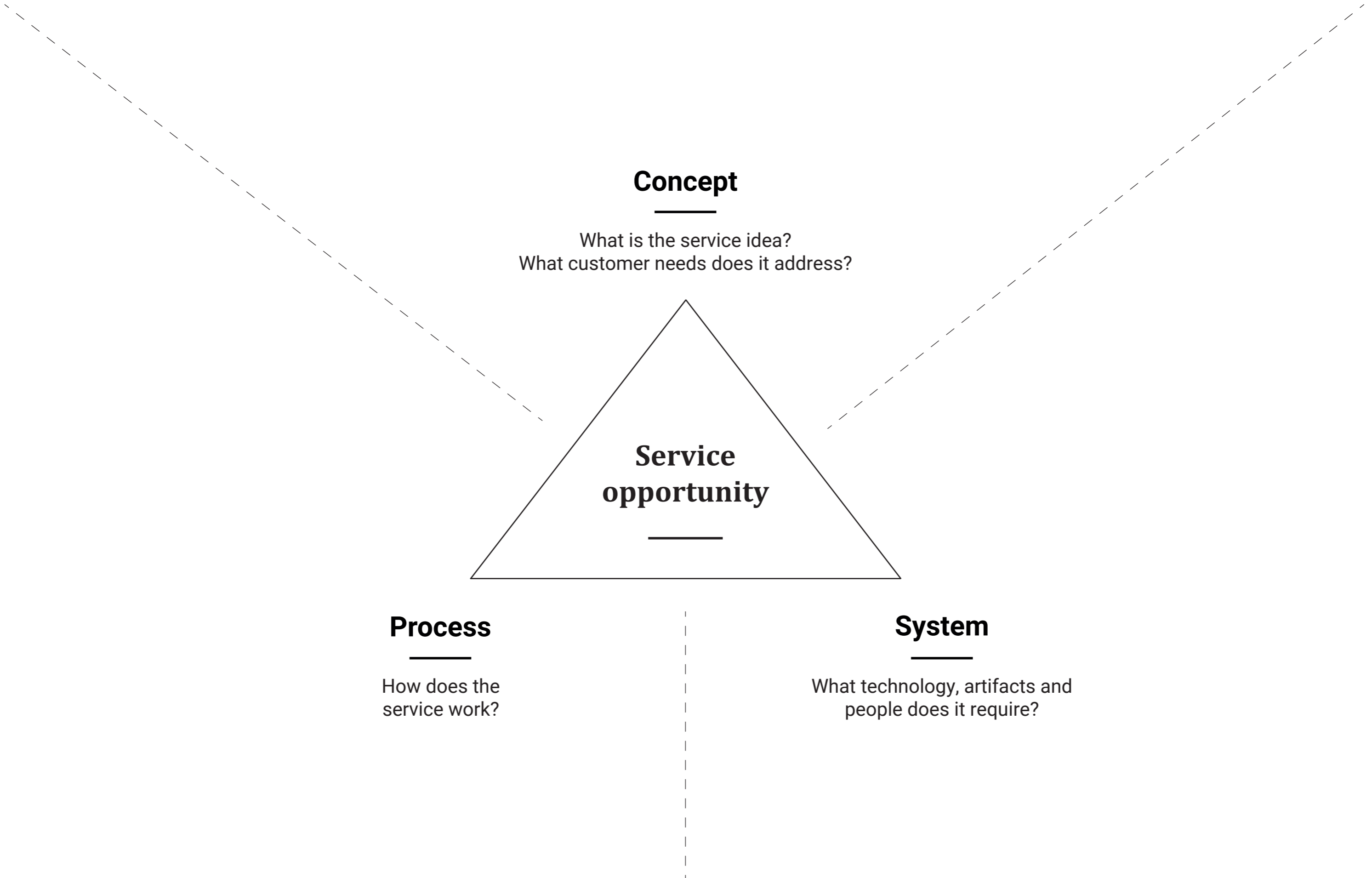
- 1 Difficult
- 2 Average difficulty
- 3 Easy

### Priority.

- 1 No priority
- 2 Average priority
- 3 High priority

-  Difficulty
-  Priority





**Concept**

What is the service idea?  
What customer needs does it address?

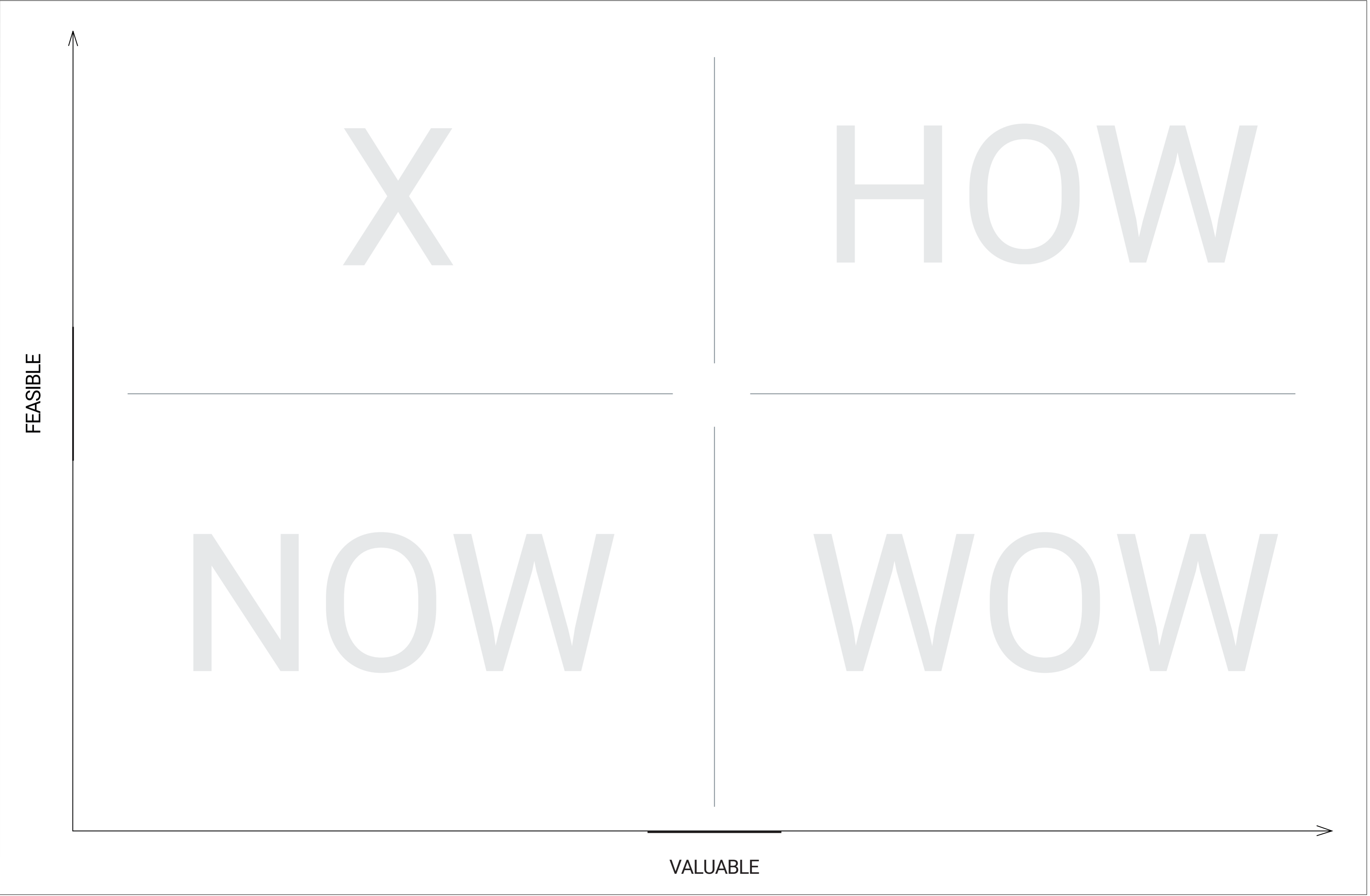
**Service opportunity**

**Process**

How does the service work?




**System**

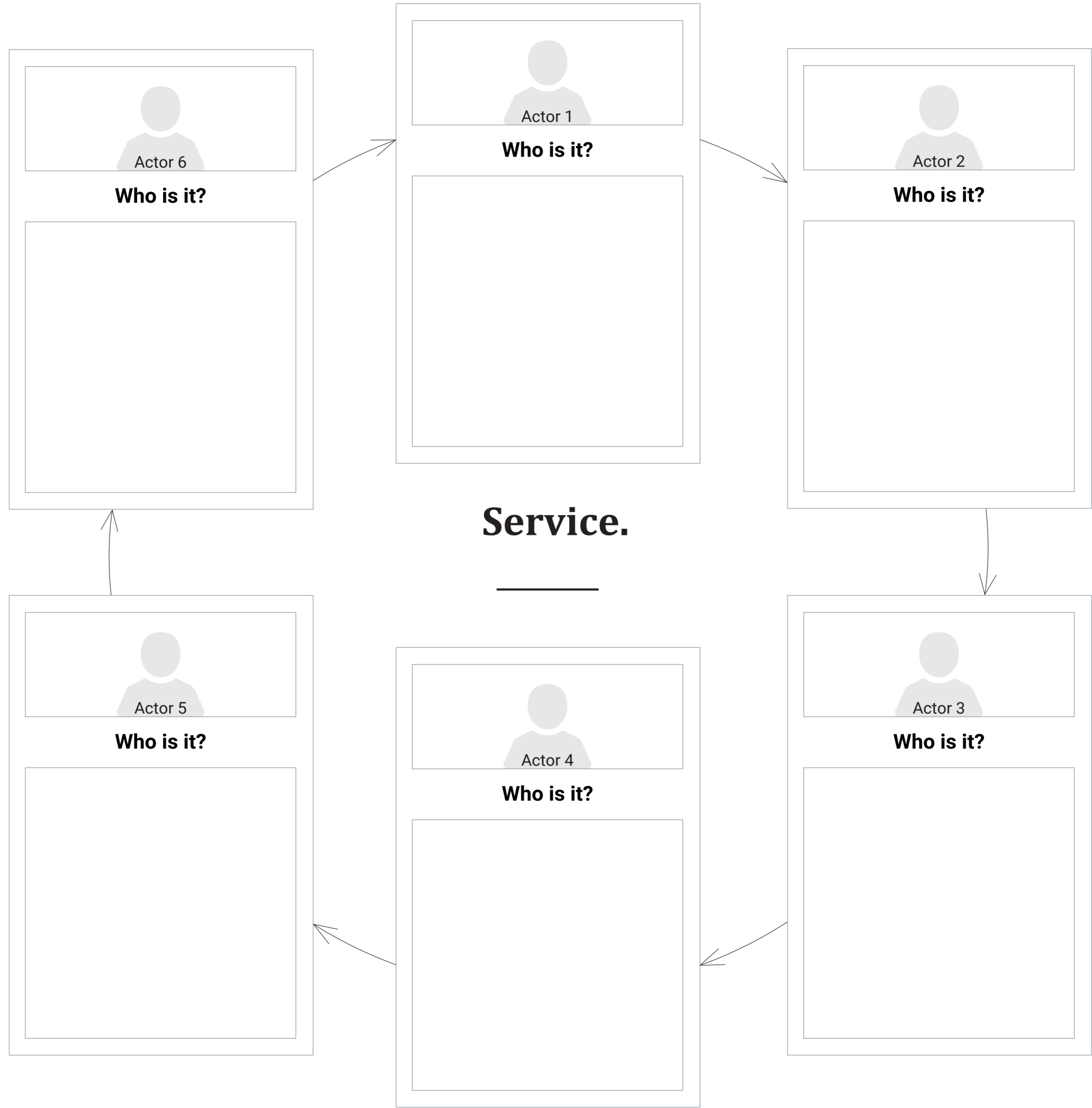
What technology, artifacts and people does it require?



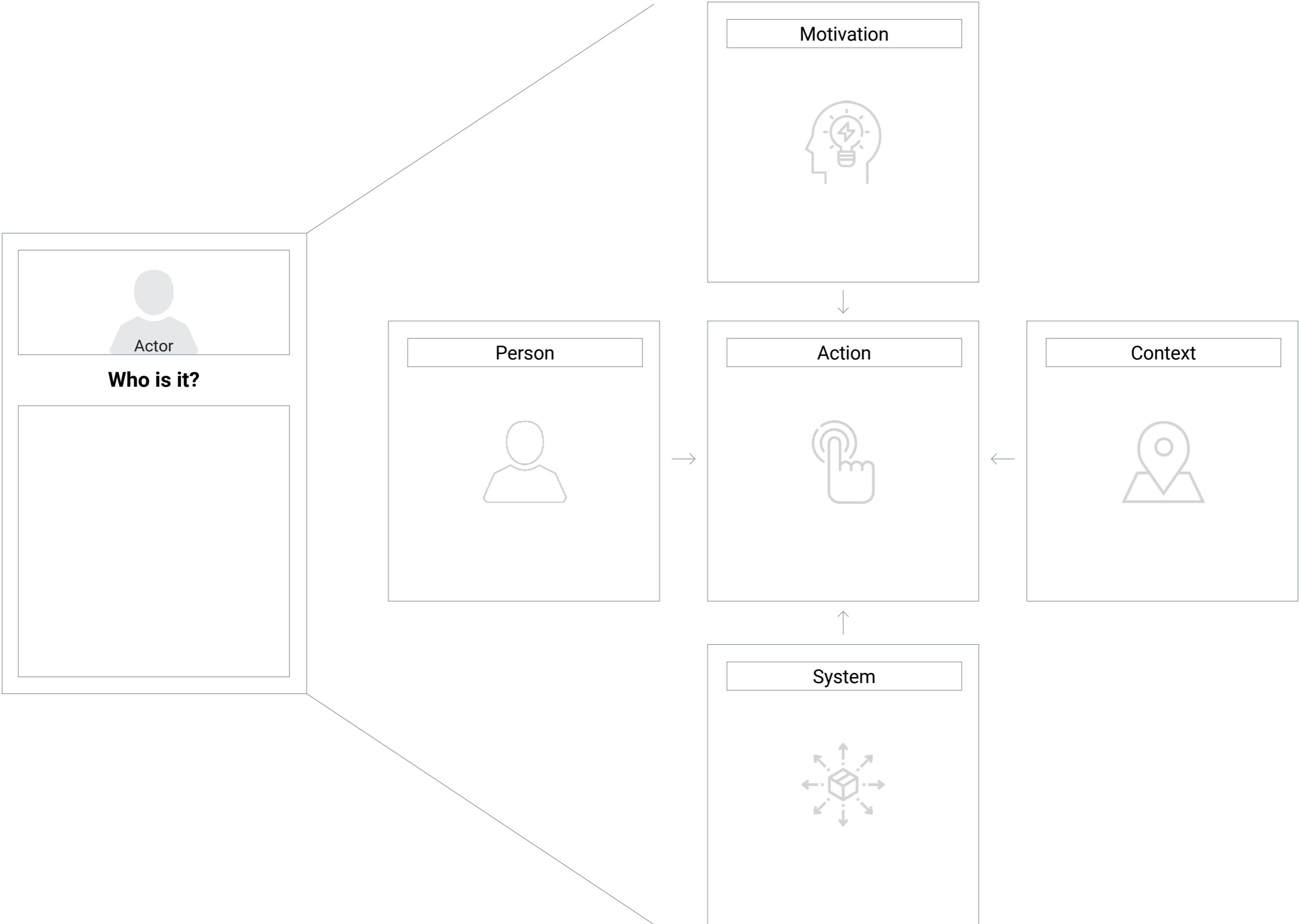




<b>Define objectives</b>	What information do I want to obtain?							
<b>Identify agents</b>	What agents and people do I have access to?	 Agent 1	 Agent 2	 Agent 3	 Agent 4	 Agent 5	 Agent 6	 Agent 7
<b>Select tools</b>	What research method can I apply? What for?							
<b>Plan research</b>	What is the action plan? Who does what? Deadlines?							
<b>Design/ adapt tools</b>	Do I have to design and/or adapt the research tools?							
<b>Implement the research</b>	Is the research being implemented in accordance with the planning? Yes/no? Why?							
<b>Synthesize the research</b>	What relevant information have I obtained?							







”

**About him/her**

**What he/she demands from the service**

**Motivation**

**What he/she does not demand from the service**

**Name:** \_\_\_\_\_

**Age:** \_\_\_\_\_

**Sector:** \_\_\_\_\_

**Experience:** \_\_\_\_\_

**Personality**

**Frustrations**

**His/her influence to acquire the service**

STAGES	PRE				DURING		POST		
SUBSTAGES									
User actions									
Provider actions									
People they interact with									
Touchpoints									
Emotions									
Expectations									
Problems									

CUSTOMER	SERVICE	COMPANY	AGENTS
<p><b>Target customer</b></p> <p>What type of customer is it directed to?</p>	<p><b>Description</b></p> <p>What is the service? How does it work?</p>	<p><b>Advantages</b></p> <p>Why are we better positioned to offer it?</p>	<p><b>Competitors</b></p> <p>Who will our competitors be?</p>
	<p><b>Benefits</b></p> <p>What is the value benefiting the customer?</p>		
<p><b>Problems/Needs</b></p> <p>What customer problems does it solve?</p>	<p><b>Monetization</b></p> <p>What and how is the customer going to pay for this service?</p>		
		<p><b>Risks</b></p> <p>What are the risks that we take with this service?</p>	<p><b>Needs</b></p> <p>What do we need to put this idea into practice?</p>
	<p><b>Innovative/Unique</b></p> <p>Why is the idea innovative and unique?</p>		

### Subscription

The customer pays a regular fee, either monthly, annually etc. and thus, has access to the use of the product (owned or not) and the service regardless of the intensity of use. Thus, while customers benefit from reduced usage costs and from having the service always available, the manufacturer generates a recurring, periodical and predictable income over time.

With this subscription model, the customer pays a pre-agreed fee for access to the hardware and software used to, for example, measure, control, manage or monitor the condition of the product. In addition, this allows the manufacturer to offer additional associated services, such as predictive, preventive or corrective maintenance services that are charged separately.

### Knowledge-based services

In this model, the offer is focused on providing services based on the manufacturer's know-how. The services offered and monetized are consultancy or advisory services for improvement linked to the manufacturer's own products and/or those of competitors. Sometimes, and in order to offer these services, the manufacturer can offer the installation of devices (hardware and software) in its products and/or in those of competitors for the collection and analysis of data on which these consultancy and advisory services are based. The device is sold, rented or given to the customer.

In this model, services are charged independently or not to the improvements achieved. This model provides recurrent and periodised income as well as access to relevant customer information not only linked to the products themselves but also to those of competitors.

### With no ornaments

The offer focuses on providing the most basic services possible at the lowest possible cost. In order to do this, it is essential to identify what is valuable to the customer and what is unwanted and unnecessary. The cost savings in the service are shared with the customer, resulting in access to a customer-base with less purchasing power or a more limited willingness to buy.

For example, for certain components or certain consumer goods, services that were considered indispensable some years ago have been delegated to the customer. Thus, personalised advice on the purchase, transport or assembly of the product is delegated to the customer or invoiced as additional services.

### Additions

The part of the base product of the offer is offered to the customer at a very competitive price. Subsequently, the customer is offered new products or extra services for which the customer pays if required. In the end, the extras that the customer demands during the entire life cycle of the product offsets by far the starting price of the base element itself. Still, the customer benefits from a wider, more personalised offer and the possibility to pay for what he really needs and when he needs it.

There are a number of products where the purchase is very affordable (even lower than its cost) but then the manufacturer's income is increased by other associated services, such as additional customised elements, consumables; control systems, monitoring and management of the product, maintenance, updates, product insurance at the end of life, etc.

### Guaranteed availability

In this model, product availability is guaranteed by the manufacturer. The customers can use the product whenever they need it, and the manufacturer is responsible for making sure that the product is always available. The customer pays a pre-established fee for this guaranteed availability. The manufacturer uses previous experience, and economies of scale to minimise operational costs and to achieve availability levels.

This model tends to be applied when eventualities such as errors, breakdowns or unscheduled stops may pose a risk to the safety of the users and/or operators of the products, or involve very high economic costs.

### Designed by the customer

The approach to product development following modular design principles and the introduction of new production systems has made it possible to individualise products efficiently. As a result, the customer can be satisfied at competitive prices with products manufactured through mass customisation. This results in an offer of services that the customer acquires in order to achieve such customisation.

For example, for some products (e.g. prostheses) flexible manufacturing and 3D printing allow mass customisation at lower cost. Thus, production is postponed until the last moment to allow individual customisation. Beyond the ability to provide more customised products and charge for services that enable the customer such customisation, it also reduces inventory levels and increases plant efficiency.

### Digitalise - Virtualise

In this model the manufacturer digitalises all the services linked to the product. Services such as custom design or engineering, product installation and commissioning, customer training, support or maintenance are performed using only digital and/or virtual means.

This makes the services more accessible to customers, which may encourage customers to purchase some services that they previously did not consider or could not afford and differentiates them from competitors.

Digitisation-virtualisation of some services requires the manufacturer to develop ICT technologies, such as virtual reality or augmented reality.

### Business lies in data

In this model, monetisation is derived from the sale to third parties of data generated by customers during the use of the product. The manufacturer offers the user the product at very advantageous economic conditions or even free of charge. In return, the user agrees to share the data generated by the device with the manufacturer. The manufacturer then sells this information to third parties.

Recently, some hardware manufacturers have transformed their business model towards this type of models (for example, some manufacturers of fitness articles) since the data generated by their devices are useful for several service companies such as banks, insurance companies or companies in the health sector.

### Renting & Leasing

The customer does not buy the product, but rents it. This reduces the capital costs for the customer and gives them access to products with even higher performance than they could afford to buy. Moreover, the manufacturer never loses ownership of the product and achieves recurring and predictable income as long as the product remains on lease. Both parties benefit from greater efficiency in the periods of use and non-use of the product.

In addition, the rental services are experiencing a sophistication where, depending on the contract, the customer can renew or make use of better (Premium) or newer products, while achieving high levels of personalisation in the pricing thanks to the monitoring of the condition of the product during its use.

### Pay-per-use/performance

The price of the product is not determined by the product itself, but is determined by its functions, the value it delivers and the performance it has. In this model the ownership of the product is always in the hands of the manufacturer.

The best known model is the pay-per-use model, in which the customer pays based on the use they make of the product. This model can be extended to others where the customer pays based on a series of variables defined by different operation schemes. There are several models, such as payment by the hours that the product is in use, payment per piece produced, payment per performance improvements generated by the product, payment per reduction of the impact (environmental or otherwise) generated by the product, etc.

### Pay per result

In this model, the customer pays the manufacturer according to the results obtained by all the products and services offered. In the most advanced models, the manufacturer can even invoice according to the income obtained by the customer. This encourages customers to opt for this type of offer since the manufacturer shares the risk with the customer.

For this purpose, the manufacturer installs in its products, free of charge or not, and with the customer's permission, the hardware and software necessary for monitoring the condition of the product. The customer shares the data generated by these systems with the manufacturer and the manufacturer performs periodic analysis of this data in order to intervene appropriately and improve the result.

### End of life

The products are collected at the end of their useful life and then they are remanufactured, reconditioned, renewed, and/or repaired to be sold in another market or even to be transformed into new products or disassembled for the use of their parts. The model is based on achieving profits based on the purchase of these products at very low prices or even for free from the original customer. While providing waste disposal and reducing the costs associated with the end of life of the original customer, it offers a more economical alternative to the second customer.

This model is used when the value of the product or some of its components is very high for the customer. There are several examples of this model in sectors such as transport (land, sea and air), the military industry, industrial equipment, construction and luxury goods among others.

### Business lies in consumables

In this model the product is sold or rented at very competitive prices or even delivered to the customer free of charge. However, in order for this product to fulfil its function, it requires some consumables, and it is in these consumables that the business is in, as these are sold to the customer with wide margins.

Thus, while the initial barriers to the purchase of the product are reduced by having it at a lower price, the manufacturer gets a constant source of revenue throughout the life of the product. Some manufacturers manage to hold their customers captive, as it is only their consumables that can be used with their products, making competitors' consumables incompatible with them. Razor blades or home printers are examples of this model.

### All services free of charge

In this model the customer only pays for the product. All services associated with the product are free of charge for the customer. This model tends to occur when products have a high value for the customer and are essential for the development of their activity.

Some manufacturers use this model, all the services offered are free for the customer with the purchase of the product, to build customer loyalty and differentiate themselves from competitors. Sometimes, manufacturers develop technological solutions (hardware and software) that serve as platforms so that their customers can in turn offer services to third parties, and they do charge for them. Manufacturers sometimes require customers to have access to the data collected by these solutions as a precondition for using these platforms. Thus, the manufacturer has access to relevant information for the improvement of its products.

### Hook

The customer buys the product and the manufacturer provides a software platform with certain functions free of charge. The customer can enjoy the services and functionalities provided by this platform free of charge and without interruption. If the customer wants to make full use of all the functions of the platform he can upgrade it to the paid version by subscription (monthly, yearly, etc.)

This way, the manufacturer offers a free "hook" with the platform that, in addition to providing data on the use of its product, opens the door to monetize services on a recurring basis if the customer opts for the paid version.

### Direct sale to the end user

In this model, the manufacturer chooses to develop a new service offering that previously corresponded to its customer. The idea is to develop services that the end user can acquire directly by skipping any type of intermediary (for example, skipping the distributors, installers and maintainers of the product).

While this model can generate new revenue from services, it is a risky option as it can create tensions in the value chain, as existing customers may see their business threatened and stop buying products from the original manufacturer.

### Use and/or shared ownership

In this model the product is sold or rented to more than one customer at a time. Mechanisms are established by which access to the product by a group of customers is regulated. Thus, customers benefit from the use of the product without having to assume the total cost of the purchase or rental of the product.

In the meantime, the manufacturer can offer services associated with the use of such product, such as maintenance or product upgrades, which are also purchased by all co-owner customers, which in turn also reduces costs for each customer individually.

### Turnkey

In this model, the manufacturer becomes a turnkey solution provider. The customer acquires a solution that includes a set of products and services based on the manufacturer's know-how.

In this model, in the offer, the product and the service cannot be dissociated. The customer buys the combination of both including services such as custom design, transport and installation, maintenance, end-of-life management, etc. Again, in this model there is also direct and continuous contact with the customer, which provides the manufacturer with information on the customer's habits and needs, which can then be used to improve the manufacturer's processes, products and services.



Model 1

Write here:

Model 2

Write here:

Model 3

Write here:

Model 4

Write here:

Model 5

Write here:

Model 6

Write here:

	Value for the customer	Feasibility	Viability	Total
Model 1				
Model 2				
Model 3				
Model 4				
Model 5				
Model 6				

STAGES	PRE			DURING		POST		
SUBSTAGES								
Touchpoints								
Customer actions								
Visible actions for the customer (front-end)				<b>Interaction line</b>				
Non-visible actions for the customer (back-end)				<b>Visibility line</b>				
Support processes				<b>Internal interaction line</b>				

Department 1

Department 2

Department 3

Department 4

No.	Touchpoint	Aimed at	Description (what is its use)	Attributes	Required people (to develop and to deliver)	Required technology	Required support (from third parties)

			Calculation in the best case scenario			Calculation in an intermediate case scenario			Calculation in the worst case scenario		
Service Stages			Number of hours	Hourly rate	Total €	Number of hours	Hourly rate	Total €	Number of hours	Hourly rate	Total €
Stage 1	Process 1	Staff			0,00			0,00			0,00
		Material			0,00			0,00			0,00
	Process 2	Staff			0,00			0,00			0,00
		Material			0,00			0,00			0,00
	Process 3	Staff			0,00			0,00			0,00
		Material			0,00			0,00			0,00
	Process 4	Staff			0,00			0,00			0,00
		Material			0,00			0,00			0,00
	Process 5	Staff			0,00			0,00			0,00
Material				0,00			0,00			0,00	
Total stage cost					0,00			0,00			0,00
Stage 2	Process 1	Staff			0,00			0,00			0,00
		Material			0,00			0,00			0,00
	Process 2	Staff			0,00			0,00			0,00
		Material			0,00			0,00			0,00
	Process 3	Staff			0,00			0,00			0,00
		Material			0,00			0,00			0,00
	Process 4	Staff			0,00			0,00			0,00
		Material			0,00			0,00			0,00
	Process 5	Staff			0,00			0,00			0,00
Material				0,00			0,00			0,00	
Total stage cost					0,00			0,00			0,00
Stage 3	Process 1	Staff			0,00			0,00			0,00
		Material			0,00			0,00			0,00
	Process 2	Staff			0,00			0,00			0,00
		Material			0,00			0,00			0,00
	Process 3	Staff			0,00			0,00			0,00
		Material			0,00			0,00			0,00
	Process 4	Staff			0,00			0,00			0,00
		Material			0,00			0,00			0,00
	Process 5	Staff			0,00			0,00			0,00
Material				0,00			0,00			0,00	
Total stage cost					0,00			0,00			0,00
Stage 4	Process 1	Staff			0,00			0,00			0,00
		Material			0,00			0,00			0,00
	Process 2	Staff			0,00			0,00			0,00
		Material			0,00			0,00			0,00
	Process 3	Staff			0,00			0,00			0,00
		Material			0,00			0,00			0,00
	Process 4	Staff			0,00			0,00			0,00
		Material			0,00			0,00			0,00
	Process 5	Staff			0,00			0,00			0,00
Material				0,00			0,00			0,00	
Total stage cost					0,00			0,00			0,00
Stage n											
Total costs					0,00			0,00			0,00