MOre MOmentum

Service Transformation Summit

June 5-6, 2024 | Amsterdam

Advancing Your Service Innovation Capabilities

Practitioners only

Kelly Cole
General Manager, Electrical Power @ Finning UK & Ireland

Francois Lejard
Executive Vice President Services @ Sidel

Lucas Rigotto
Senior Vice President, Chief Service Officer @ GEA Group, Liquid and Powder Technologies Division

François Ichtertz
Director Service Innovation @ Endress+Hauser Group

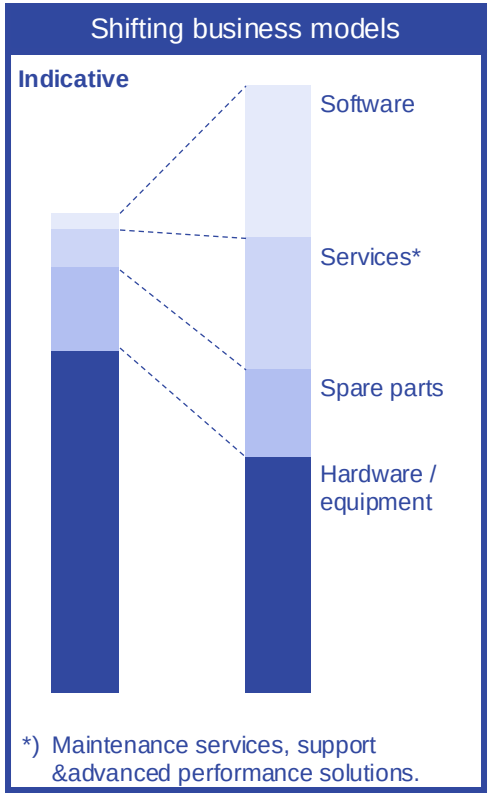
We are on a challenging and exiting journey.

There is a compelling reason for this: Manufacturing industries must enrich their business models with services and software.

Increasing competition → Pressure on margins and growth

Digitalisation → Market disruption

Awareness sustainability → Increasing external pressure



A bit more detailed

There is a compelling reason for this: Manufacturing industries must enrich their business models with services and software.

Increasing competition

- Globalisation of markets and competition.
- Entrance of low-cost players.
- Reduced differentiation, in the eyes of customers.

Digitalisation

- Digitalisation of customers' operations.
- Connectivity of equipment becomes a given.
- Operational intelligence shifts to algorithms (in the cloud).

Awareness sustainability

- Governments jumping on the bandwagon to drive sustainability.
- Investors increasingly prioritise sustainability.
- Changing expectations of markets.

Pressure on margins and growth

- Generic equipment is commoditised.
- More proprietary and premium equipment risks commoditisation too.
- Margins shrink.
- Power to invest in future success diminishes.

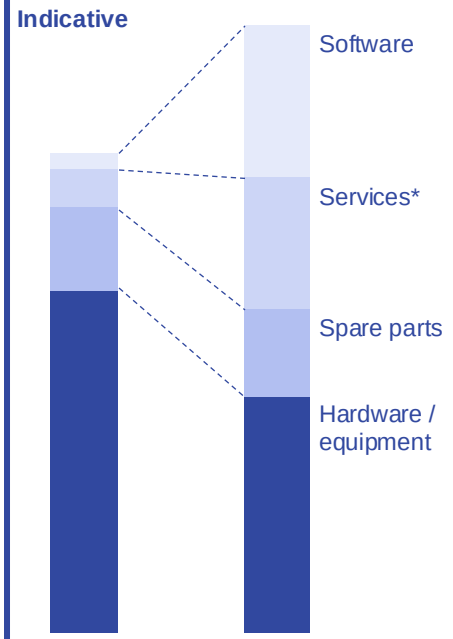
Market disruption

- Digital native players entering industries.
- Blurring boundaries between industries.
- Democratisation and demonetisation of value.
- Opens new options for customers (DIY).

Increasing external pressure

- Extending life-time of equipment.
- Increasing utilisation (sharing).
- Right to repair / refurbish.
- Shifting performance drivers towards energy consumption, CO_2 footprint, waste, yield of raw materials.

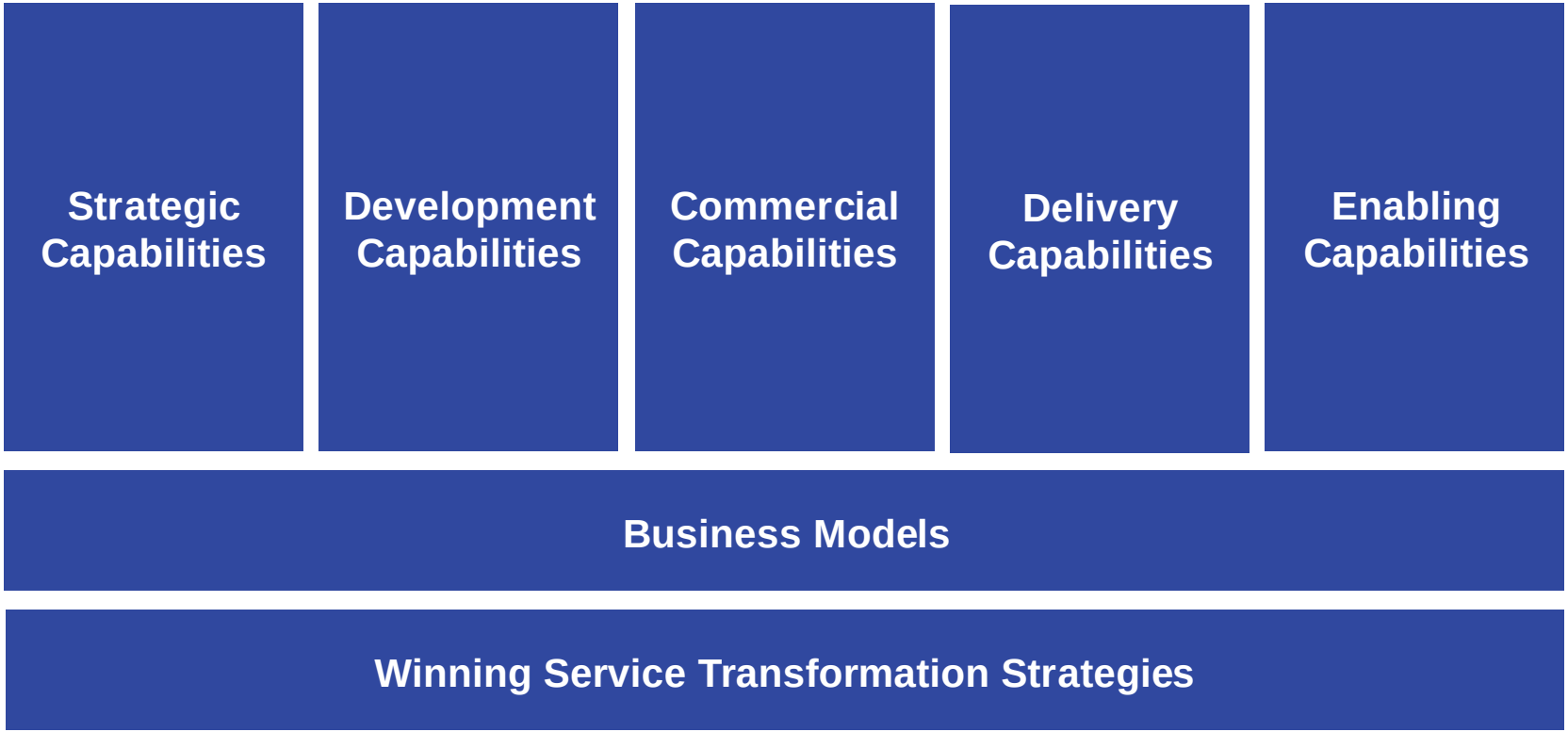
Shifting business models



*) Maintenance services, support &advanced performance solutions.

It fundamentally affects the entire service organisation.

The moreMomentum Service Transformation Framework



moreMomentum Service Transformation Framework – version 2024-05-01 ©moreMomentum

A bit more detailed

It fundamentally affects the entire service organisation.

The moreMomentum Service Transformation Framework

Strategy Capabilities	Development Capabilities	Commercial Capabilities	Delivery Capabilities	Enabling Capabilities
Formulate winning service strategies	Innovate business models	Monetise advanced services & solutions	Deliver product life-cycle services	Continually improve
Execute winning service strategies	Innovate operating models	Expand business with existing customers	Deliver operational performance solutions	Manage knowledge & domain expertise
Strategic thinking for strategic insights	Grow new value propositions	Acquire new customers	Deliver data and information services	Manage data & information
Manage stakeholders & position of services	Manage a performing portfolio of offerings	Manage customer success	Deliver education services	Manage leadership & workforce
Navigate uncertainty and risks	Expand scope of the value propositions	Manage Pricing Power	Deliver integrated / managed services	Manage and adopt technology

Service Business Models

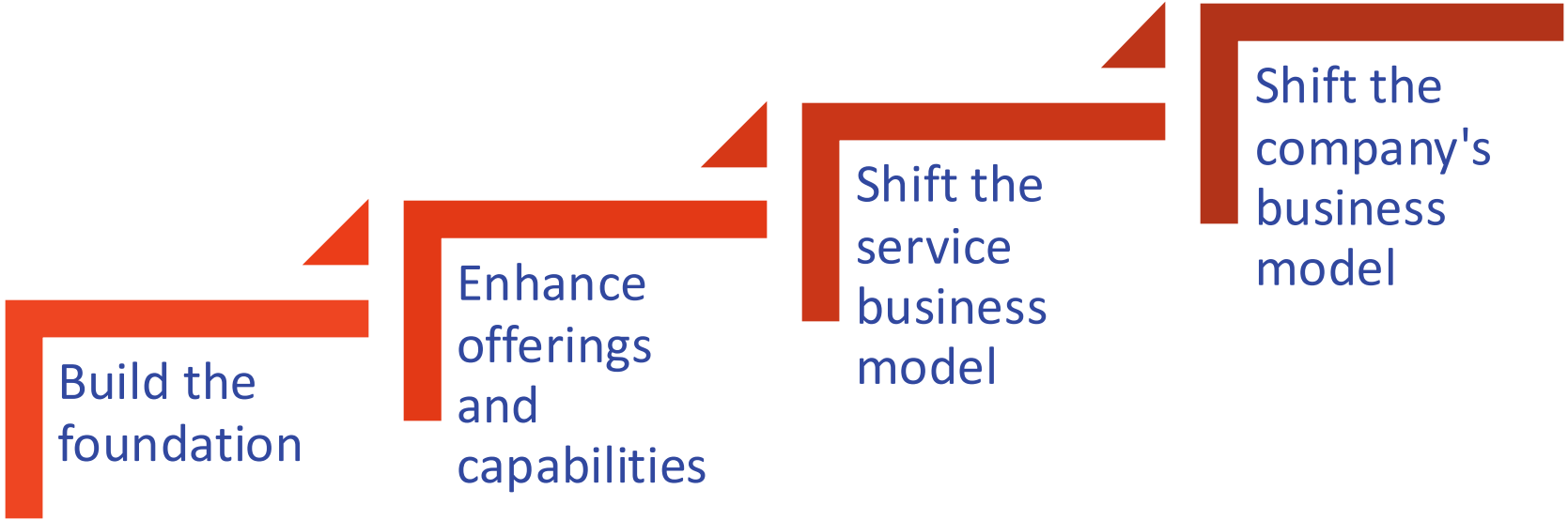
Value Propositions	Operating Models	Go-to-Market	Revenue Models	Service Brand

Winning Service Transformation Strategies

Winning aspiration and core purpose	Where to win & How to win	Must-have capabilities	Required Management Systems	Roadmaps to success

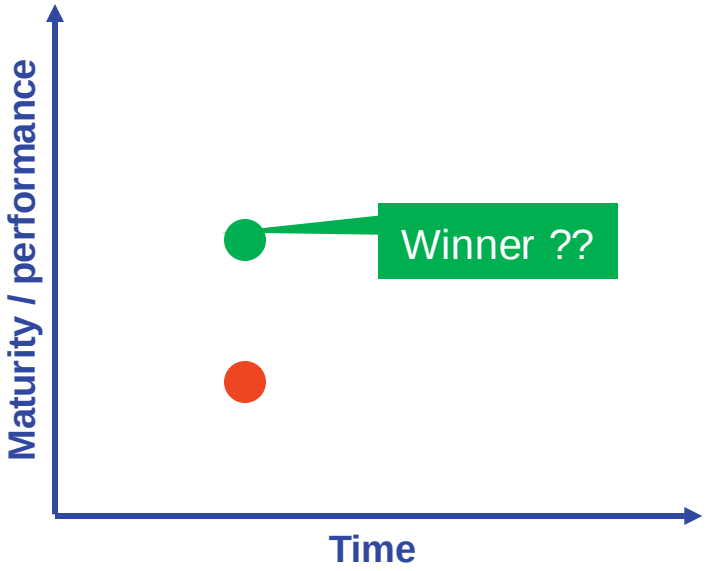
moreMomentum Service Transformation Framework – version 2024-05-01 ©moreMomentum

Each company has its own journey, covering the same milestones.

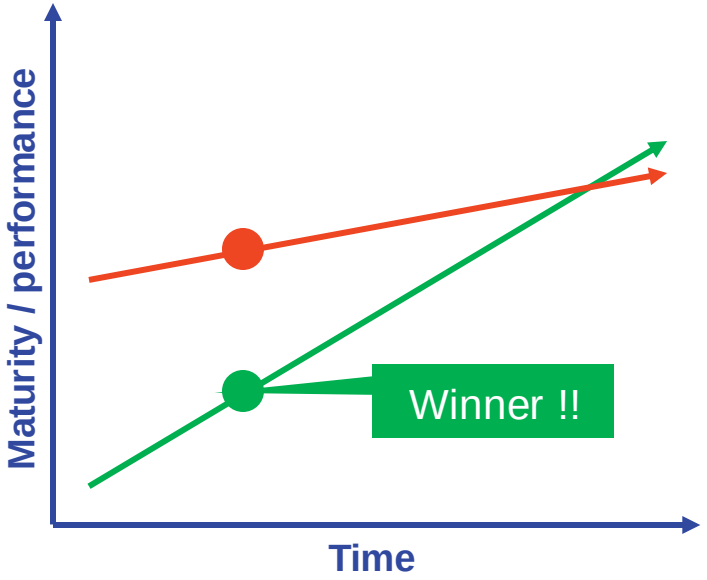


The name of the game is to establish and maintain a winning pace in your service transformation.

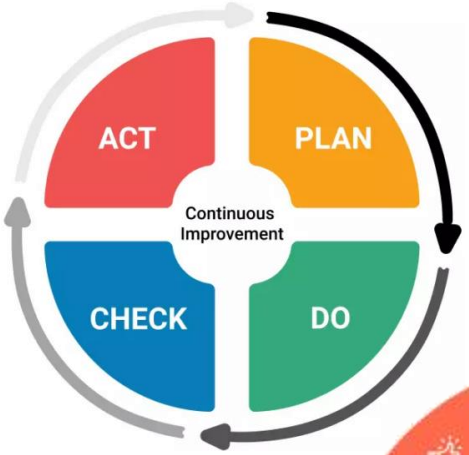
Status-quo

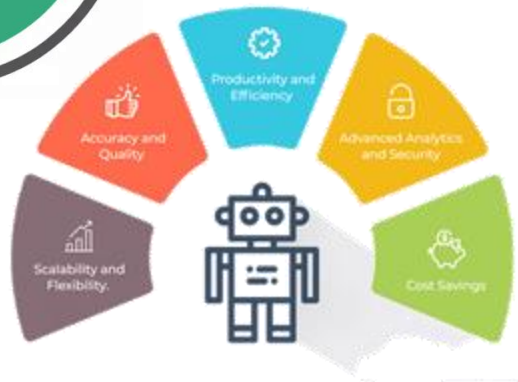


Pace of transformation



Service is not only about operational excellence, it's mostly about business model innovation





Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
	Key Resources		Channels	
Cost Structure			Revenue Streams	

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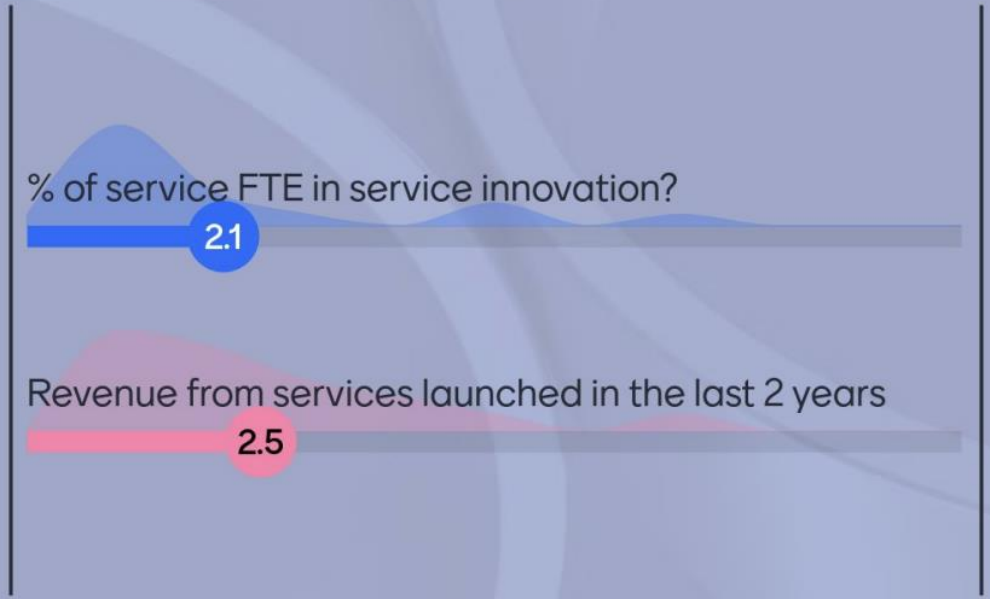
Mentimeter

What about our service innovation?



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moreMomentum is a global service community for B2B manufacturers that inspires, empowers and develops service leadership and development teams.

Stay current	Develop teams	Boost service initiatives
Global heads of service	Regional service leaders	Young service talents
Service marketing & sales leaders	Service innovators	Service-product managers

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Community Meetings

Service Transformation Benchmark

Service Transformation Academy

Workshops & Advisory

Our promise: the best conference for service

Focus

In-depth

Unbiased

Continuity

How

3 summits per year

Specific theme for each

A few great speakers

In-depth discussions

Practitioners only

No sponsors

Feedback so far is confirming we are pretty close

Confirmation

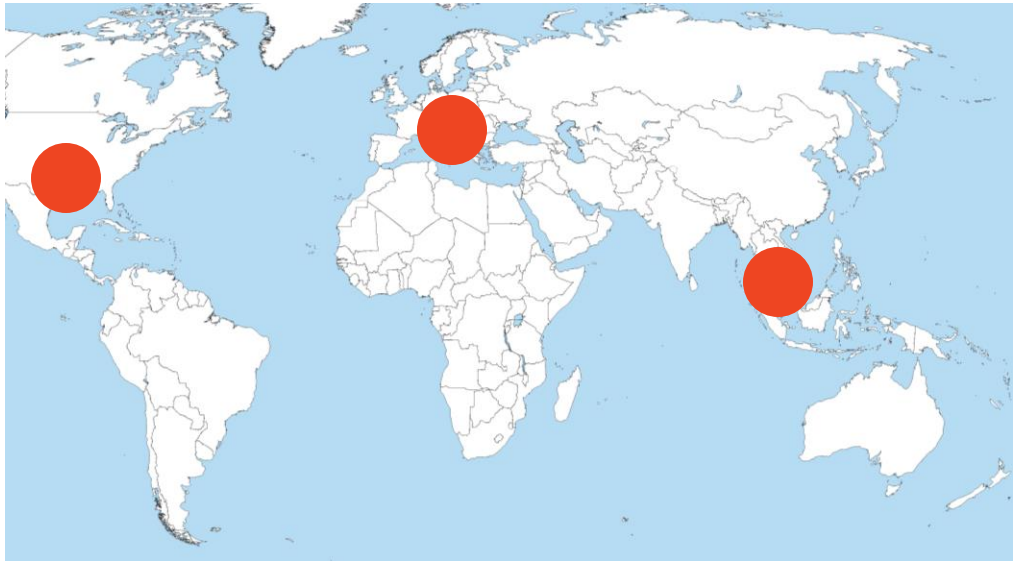
- Personal
- In-depth
- Relevant
- Focussed
- Expertise
- Quality participants
- Unbiased, no sponsors

Improvements

- Ideal size: 40-50 participants
- Cover more themes per year
- Do not forget our colleagues outside Europe
- Mora variation in the agenda
- Less heterogeneous groups during discussions
- Follow up sessions

Next step for 2025: Summits to service entire service leadership and development teams across the globe

- Strategy
- Innovation
- Revenue generation
- Delivery
- Technology & People

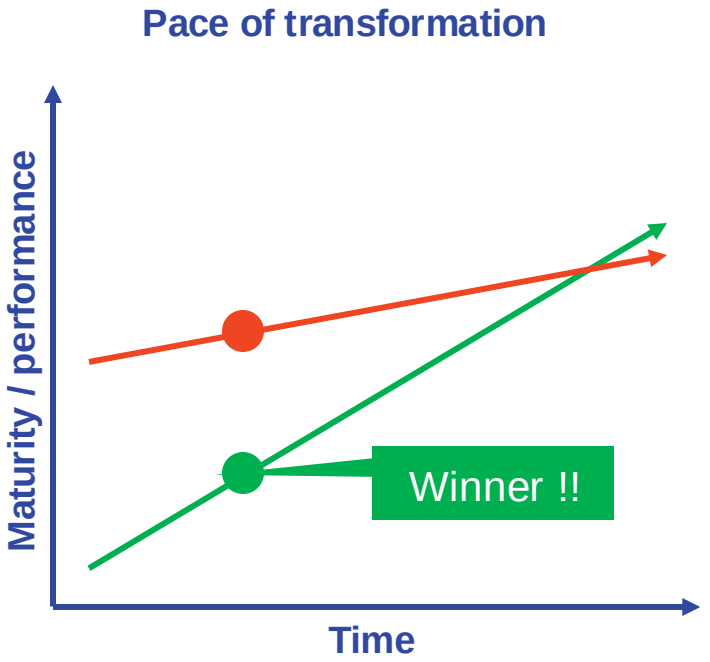


Online alternative

Advancing Your Service Innovation Capabilities

1. Innovation Strategy
2. Customer Focus
3. Innovation Process & Methodology
4. New Service Introduction
5. Service Product Management

Result: A winning pace in your service transformation



Agenda today

11:00	Opening
11:20	Presentation Innovation for Growth - Lucas Rigotto
12:00	Discussion - Driving Service Innovation Strategy
13:15	Networking lunch
14:00	Continue discussion
14:45	Presentation Customer insights – Kelly Cole
15:25	Networking break
15:55	Discussion – Customer-centric innovation
18:00	Networking drinks
19:00	Dinner

Agenda tomorrow

8:00	Opening
8:05	Presentation Service Innovation Process – François Lejard
8:45	Discussion – Innovation Processes and Methodologies
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15:05	Summary & Wrap up
15:30	Goodbye (or networking)

Introduction of team

Danielė Masiulytė
Community Manager
moreMomentum

Florian Zimmermann
Co-moderator
TK Elevator

Marc Salvany
Co-moderator
Partner moreMomentum

Alexander Sassenberg
Co-moderator
Partner moreMomentum

Introduction of team

Carmen Boekee
Note taker (student)

Shiva Farbod
Note taker (student)

Lisa Sienkiewicz
Note taker (student)

Summit Portal

Check out the portal for this Service Transformation Summit
- Agenda
- Participants
- Profile of the speakers
- Recourses after the summit (recordings, presentati…)

During the Summit, we will have interactive moments via a polling app (Mentimeter)
- Quick polls
- Submit your questions for the Q&A

- **Agenda**
- **Speakers**
- **Participants**
- **Recording presentations**
- **Slides**
- **Post-summit report**
- **Photos**

Use your business email address

Sign in

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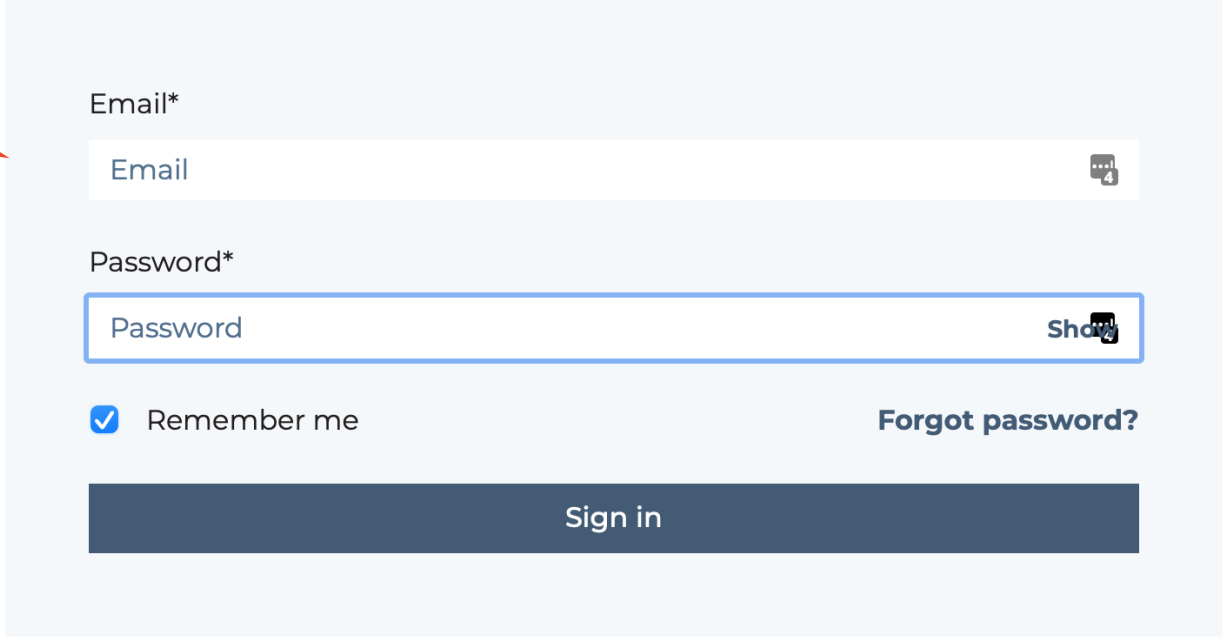

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Use tags in your own posts

#ServiceTransformationSummit
#ServiceInnovation

Confidentiality

Respect confidentially of information we share with each other

Photo’s and video

- For you to download
- Could be used for promotions
  Let us know if you have objections

Diverse speakers panel

- General Management
- Innovation Management
- Energy
- Process
- Food

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Director Service Innovation @ Endress+Hauser Group

Q&A with AI

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Lucas Rigotto
Senior Vice President,
Chief Service Officer
@ GEA Group, Liquid and
Powder Technologies Division

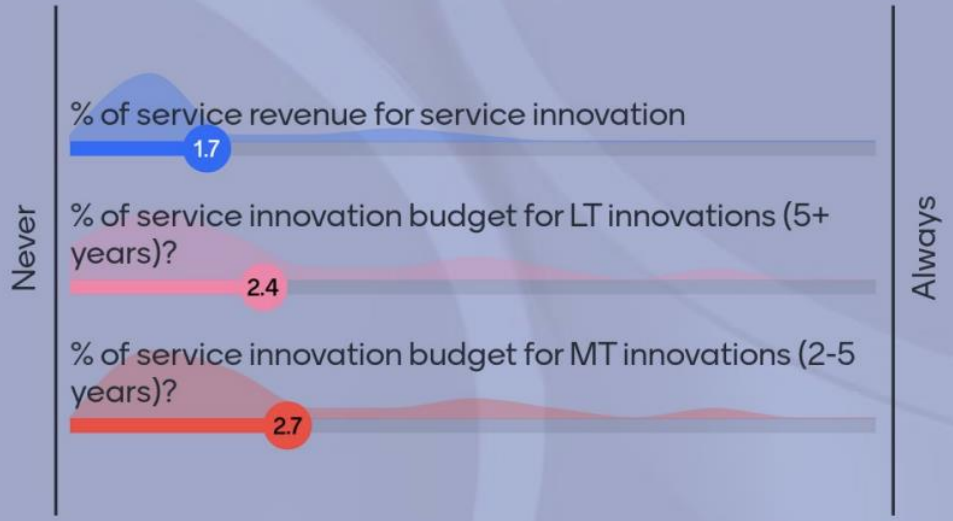
Innovation for Growth in Services

Quick summary 0:05
Quick report-out 0:10
Panel discussion 0:20
Discussion Sessions

Driving Service Innovation Strategy

Mentimeter

How are you investing in service innovation?



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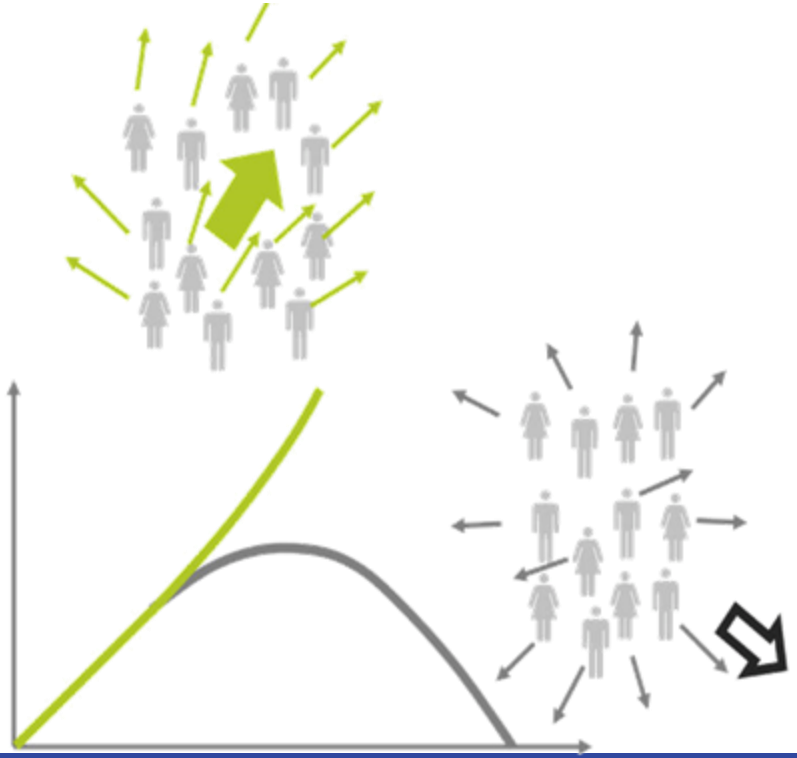
The goal

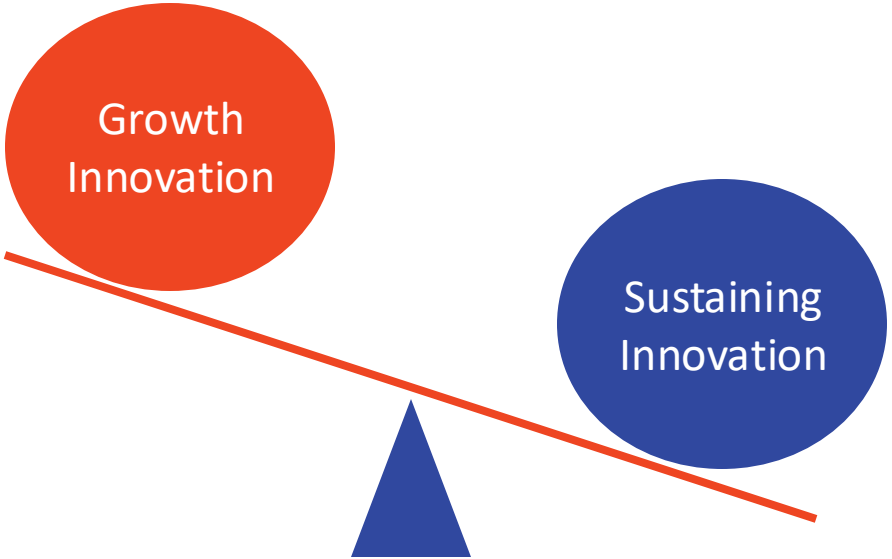
Sustainable growth

Towards vision

Aligned & coherent

Some of the challenges





Questions for the discussion-sessions

Table - Innovation for growth

- What are viable growth drivers?
- What innovations will not drive growth?

Table - Critical Sustaining Innovation

- What are innovations to protect our license to operate?
- How could these still drive growth?

Table - Managing the portfolio of service innovations

- How to manage a coherent and balanced portfolio of innovations?
- How to allocate resources to each?

Time schedule discussion session

Section	Time
Quick introduction	0:02
Discuss challenges and (best) practices	0:48
Collecting open questions	0:05
Quick summary	0:05
Report-out	0:20
Plenary discussion	0:20

Quick summary 0:05
Quick report-out 0:10
Panel discussion 0:20
Discussion Sessions

Lunch

Continue networking

Recorded interviews – topic

Feedback?

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We will continue at 14:00

And continue our discussion on Driving Service Innovation Strategy

Quick summary 0:05
Quick report-out 0:10
Panel discussion 0:20
Discussion Sessions

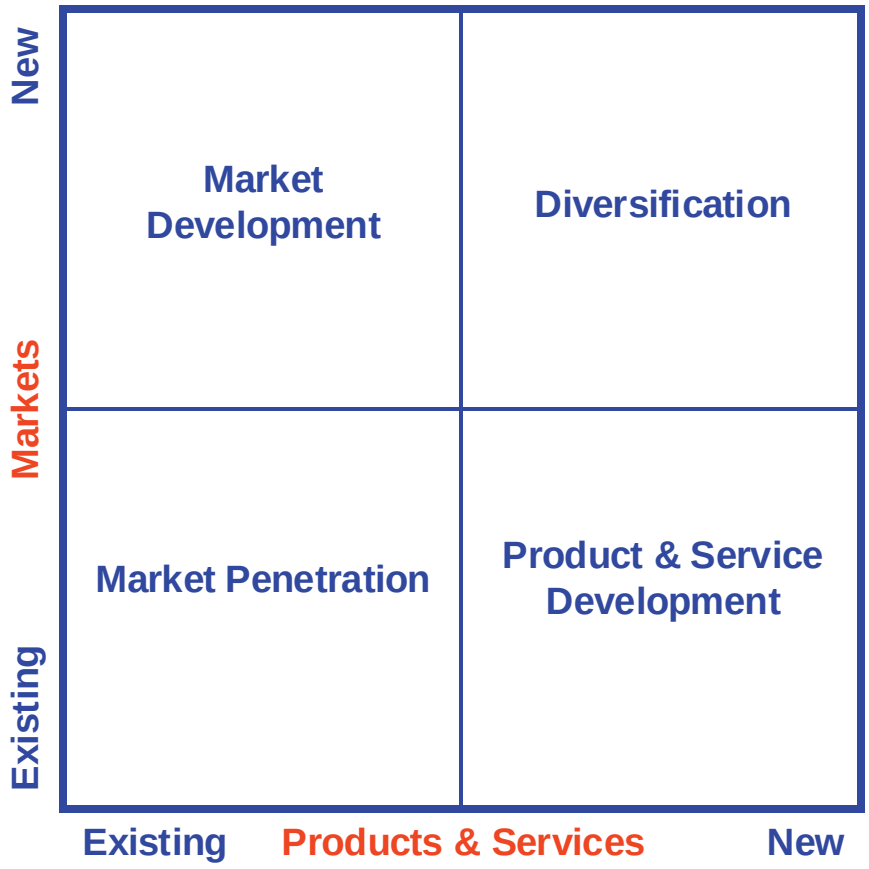
4 Organic Growth Strategies

Grow faster than the market grows.

Blue Ocean or Red Ocean?

Best combination depends on:

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

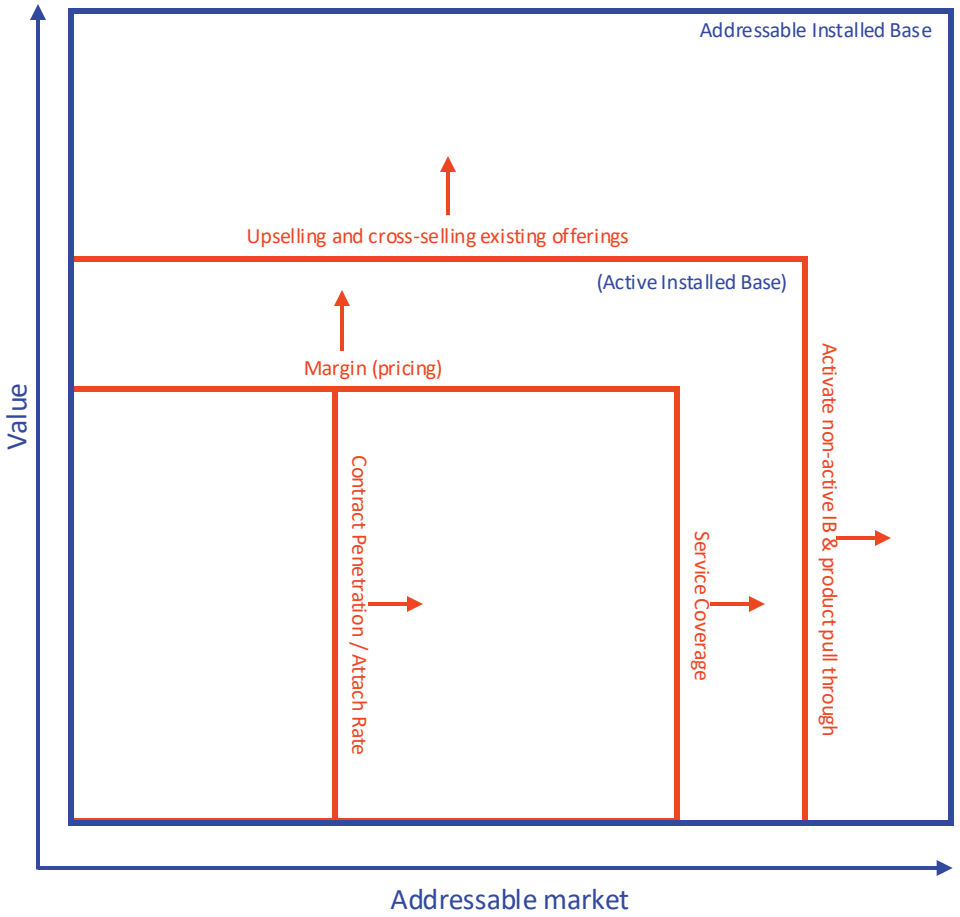


Ansoff Matrix (Wikipedia)

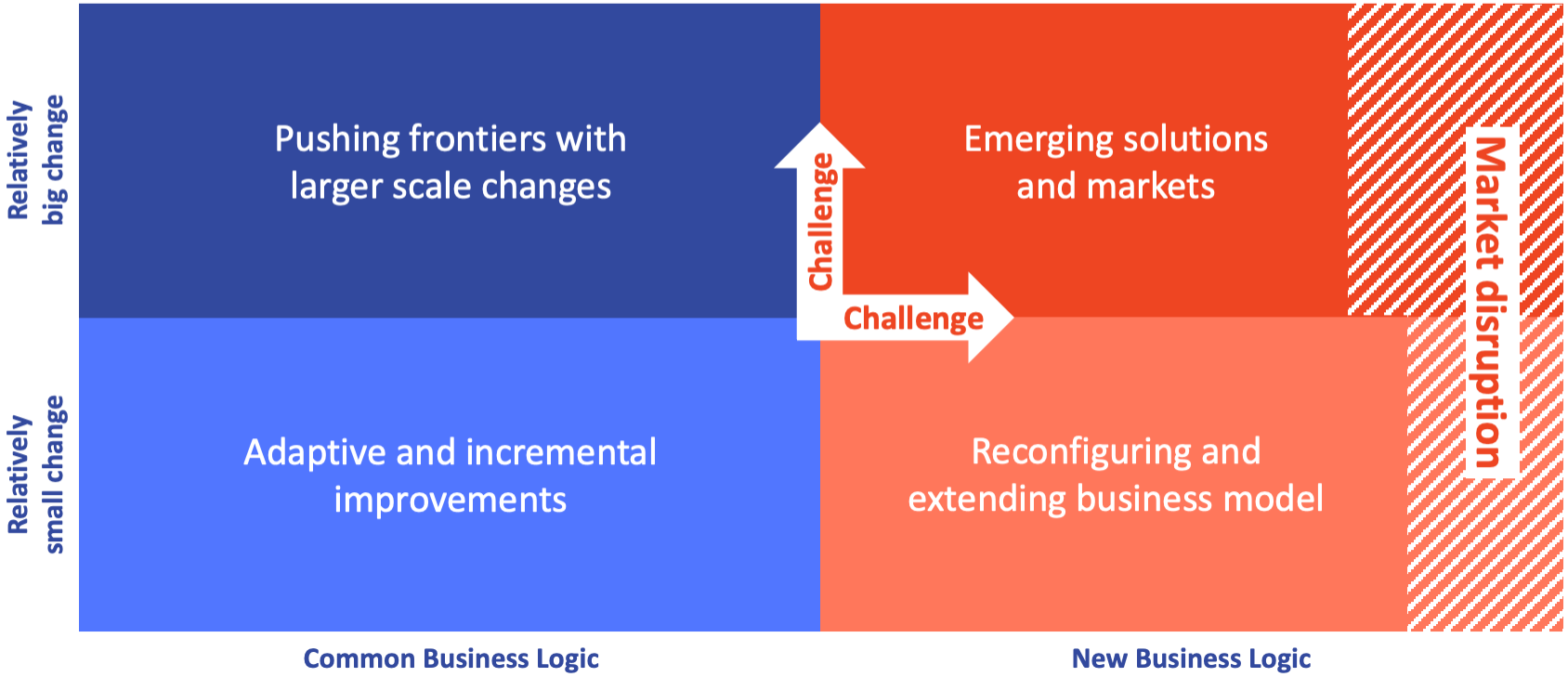
Service market penetration

Challenges:

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



Hybrid Innovation Matrix



A Strategy is an integrated set of feasible choices to gain a competitive advantage, while navigating constraints and uncertainties

1. What is our winning aspiration?
2. Where do we want to play?
3. How will we win?
4. Which capabilities must we have or develop?
5. Which management systems do we need to support the strategy?

Winning with our Customers

Kelly Cole
General Manager,
Electrical Power
@ Finning UK & Ireland

Networking

This floor

Recorded interviews – topic

Feedback

More Momentum

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We will continue at 15:55

with the discussions on

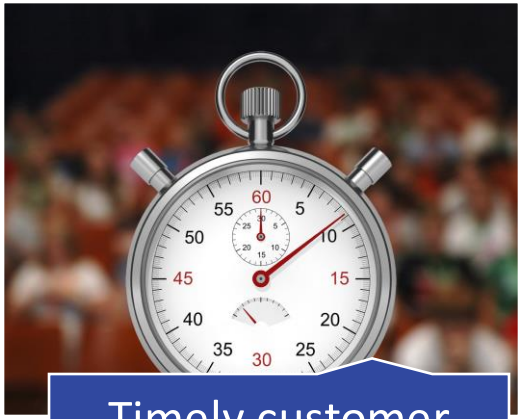
Customer-centric innovation

Quick summary 0:05
Quick report-out 0:10
Panel discussion 0:20
Discussion Sessions

Customer-centric innovation

The goal

Deep customer insights



Timely customer insights

Ideation for growth and differentiation

The challenge or pitfall

Focus on business as usual

Limited exploration into new and adjacent opportunities

An insight is a new, deep and actionable understanding of problems, opportunities, solutions, behaviours etc. It has an impact on decisions and actions.

An insight is not

- New data or information.
- New knowledge.
- An observation.
- A statement of customers about wishes or needs.

Comes from hard work

- Unexpected or new views or understanding.
- Changes momentum.
- Specific to your business, industry, customers and strategy.
- Drives new, different decisions and initiatives.

Questions for the discussion-sessions

Table - Your customer insights machine

- What kind of customer insights do we need?
- How to develop these insights?

Table - Early validation of innovation ideas

- How and when do we validate the customer problem, the envisioned solution and the willingness to pay?
- What are potential best practices to validate early?

Time schedule discussion session

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Quick introduction	0:00
Discuss challenges and (best) practices	0:50
Collecting open questions	0:05
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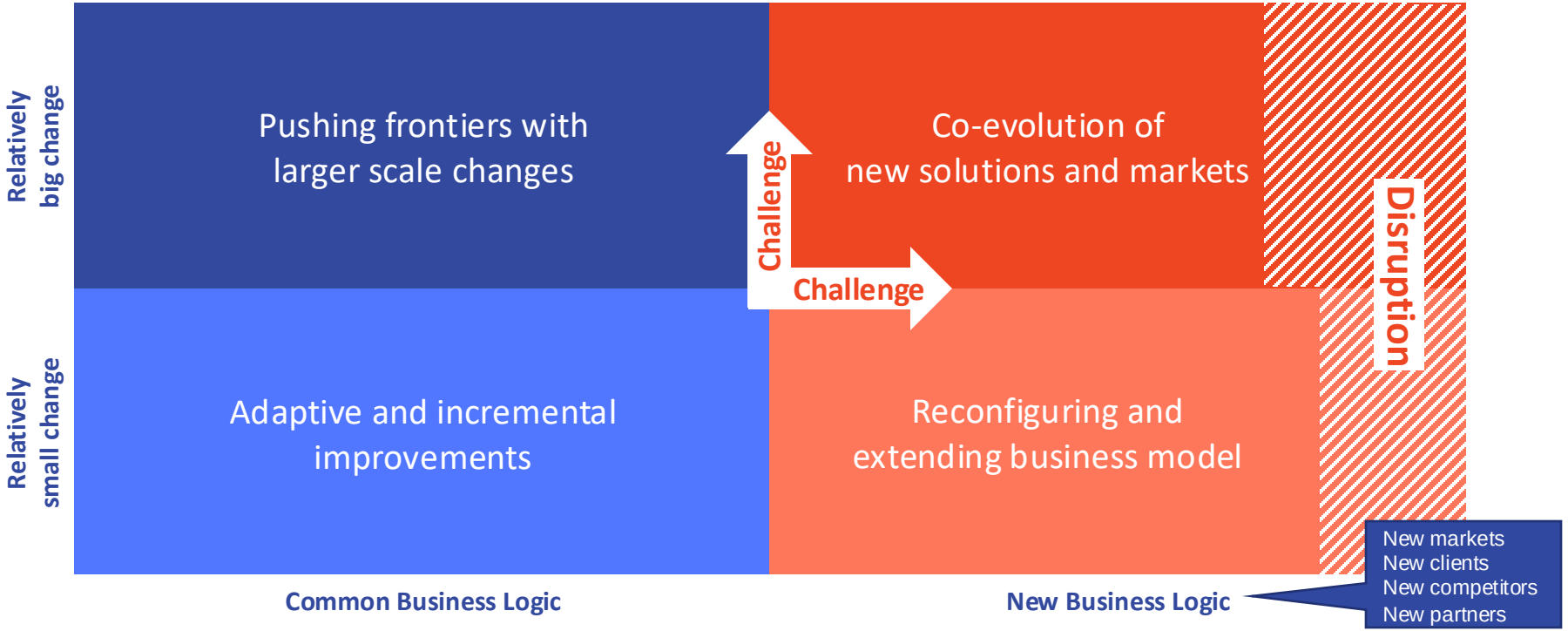
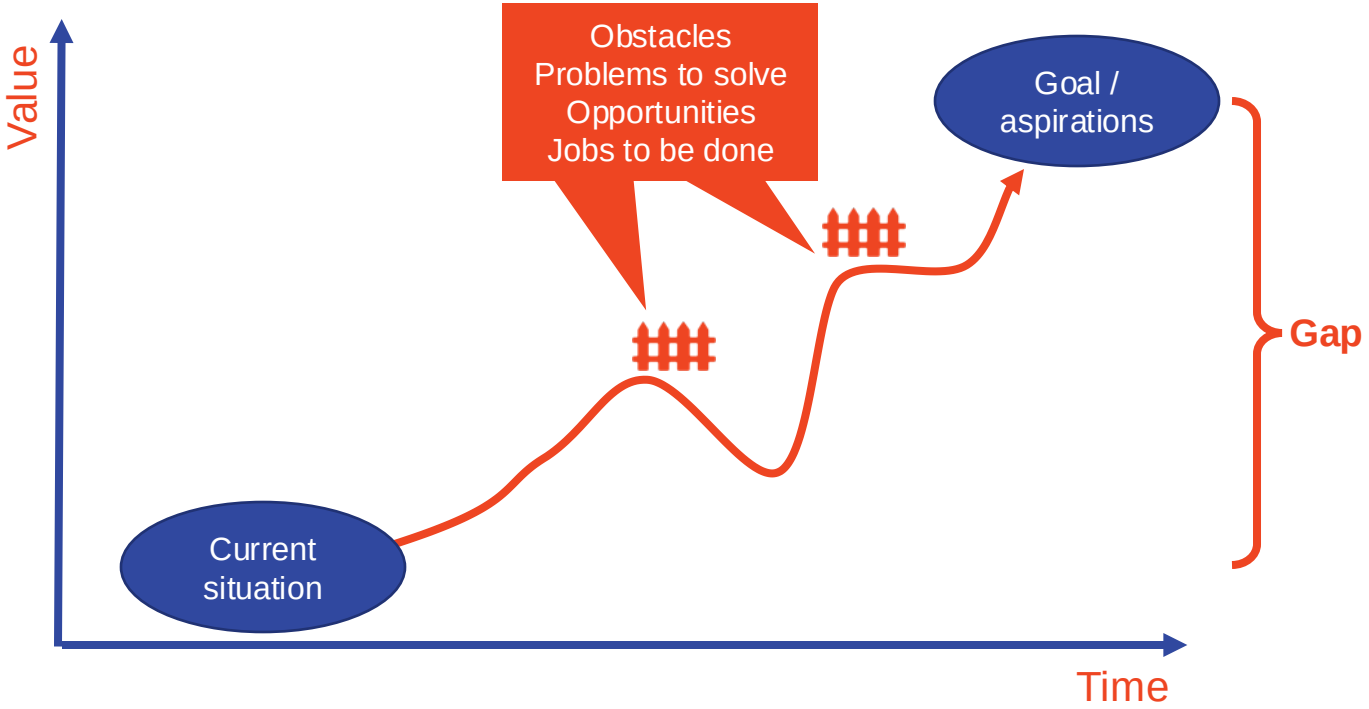
Quick report-out 0:10
Panel discussion 0:20
Discussion Sessions

We need different kind of customer insights for each quadrant to drive service innovation initiatives in each quadrant of the Hybrid Innovation Matrix



A customer insights contains several elements.

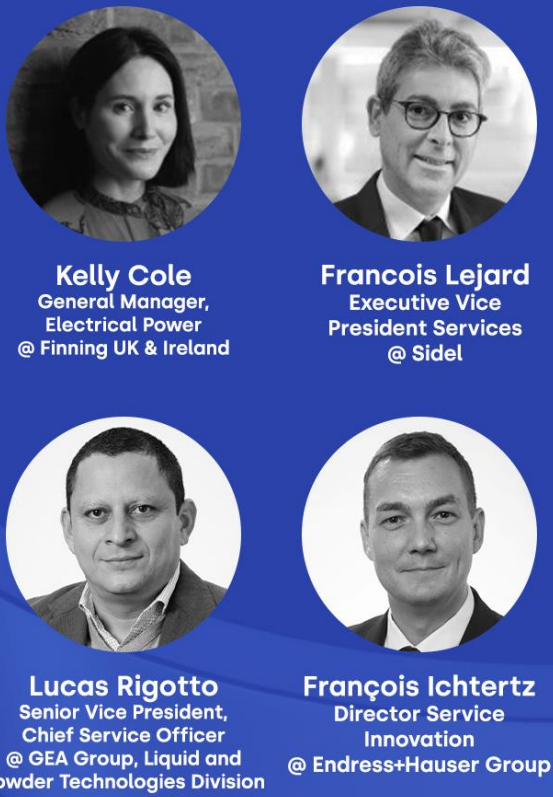


Business
Personal
Tangible
Intangible

Explore a broader scope of customers' problems to identify bigger problems to solve, and otherwise better articulate the customers' value of a smaller problem.

Summary of day 1

Key take-aways



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Networking

Dinner

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