



Benchmarking Project

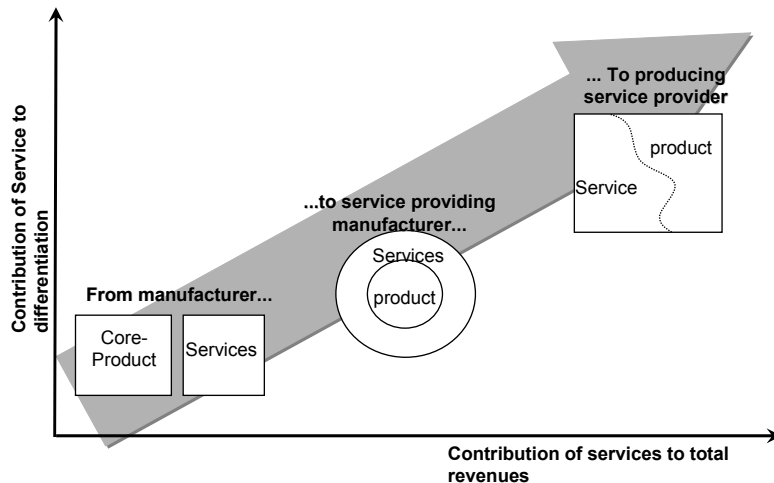
„Profitable Customer Relationships Through Integrated Service Management“

Conclusions

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BM Project
AGM
Seite 2

Perspectives in Service Management



From Service Busyness to Service Business

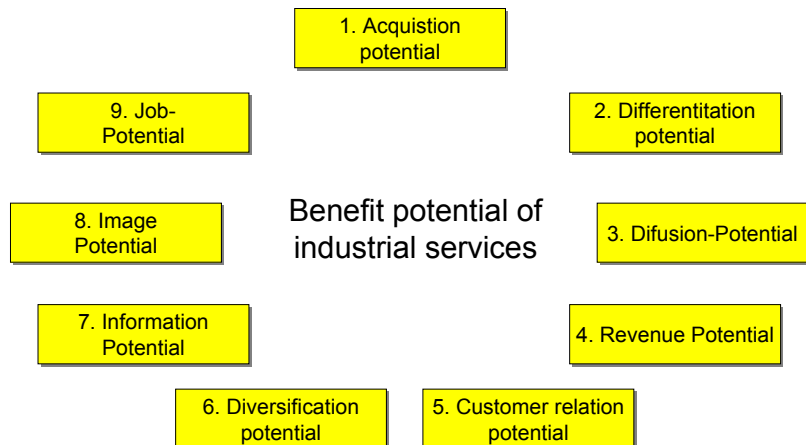
- Traditional: Services as cost drivers



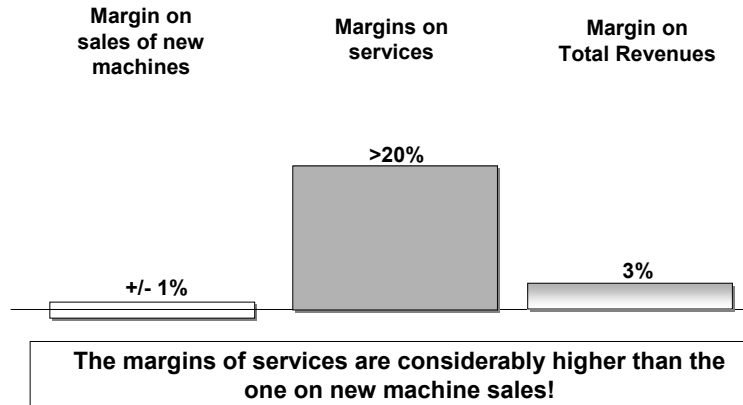
- Service as business
- Commercialization of Services

„...providing services is more lucrative than making products...“

Benefit Potential of industrial services

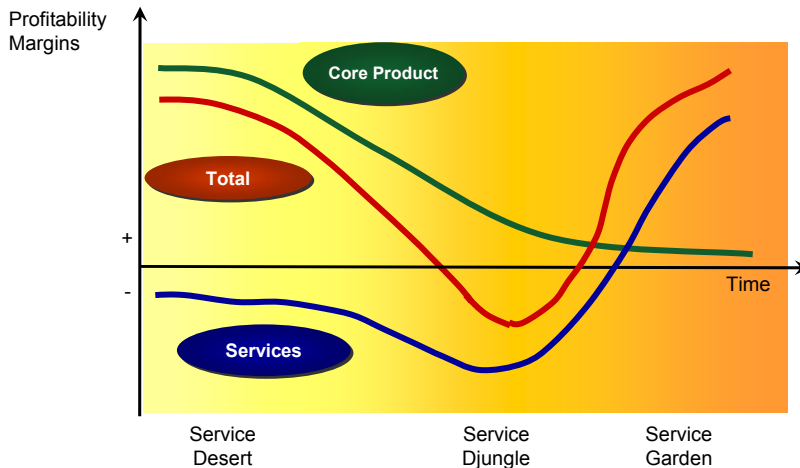


Margins in the German Machining Industry



Quelle: VDMA

Challenge – Avoid the service jungle!



Benchmarking - Process Methodology

Kick-off Meeting
4th December 2003

- Clarify individual questions / challenges
- Define and prioritise key issues for project
- Define selection criteria for benchmarking partners

Screening
(4 months)

- Identify potential benchmarking partners
- Place questionnaire and analyse feedback
- Identify successful practices and document (interim report)

Review Meeting
1st April 2004

- Discuss results of survey and trends identified
- Select benchmarking partners based on case studies
- Define precise questions for benchmarking partners

Site Visits
(3 months)

- Organise company visits and prepare
- Visit companies and analyse experiences
- Identify successful practices and conditions

Final Conference
8th July 2004

- Discuss successful practices and transferability
- Identify improvement potentials
- Networking

Transferzentrum für
Technologemanagement

The Consortium



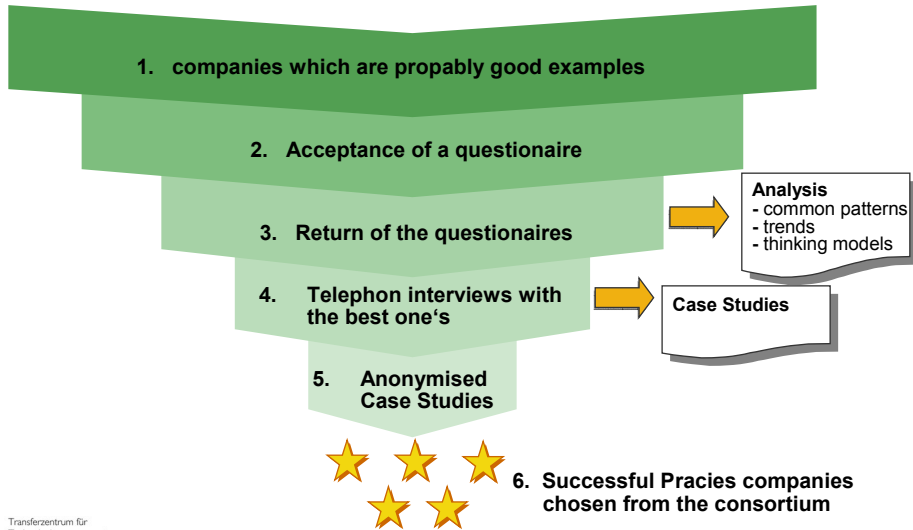
Schindler 

Siemens Building
Technologies

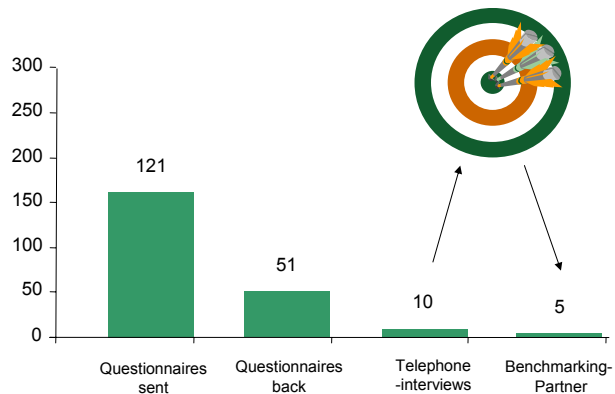


Transferzentrum für
Technologemanagement

Selection of successful practices



Benchmarking Track Record



Visited companies



18th May 2004 in Oberkochen



26th May 2004 in Zürich



3rd June 2004 in Schaan

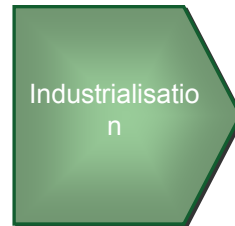
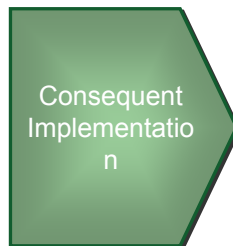


9th June 2004 in Trübbach



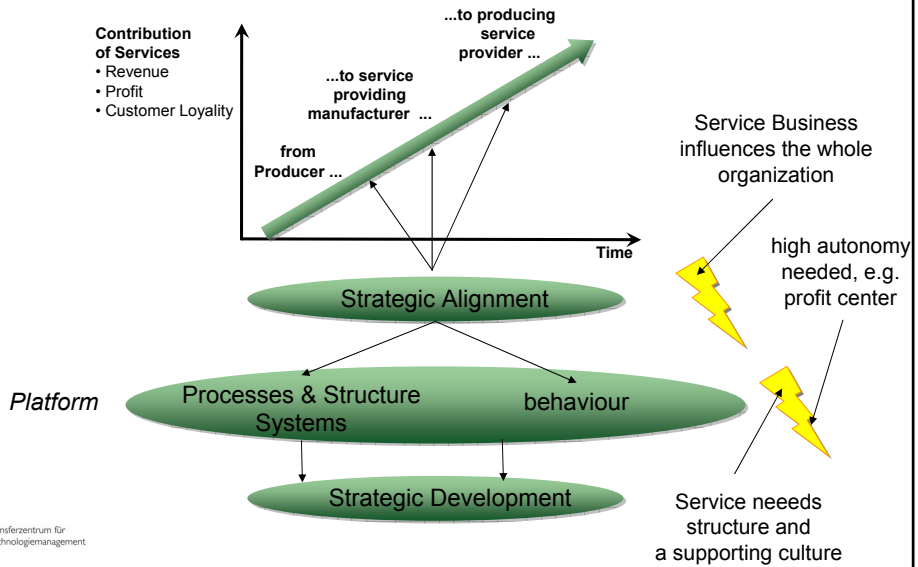
14th June 2004 in Winterthur

Pre-requisites for a successful service management



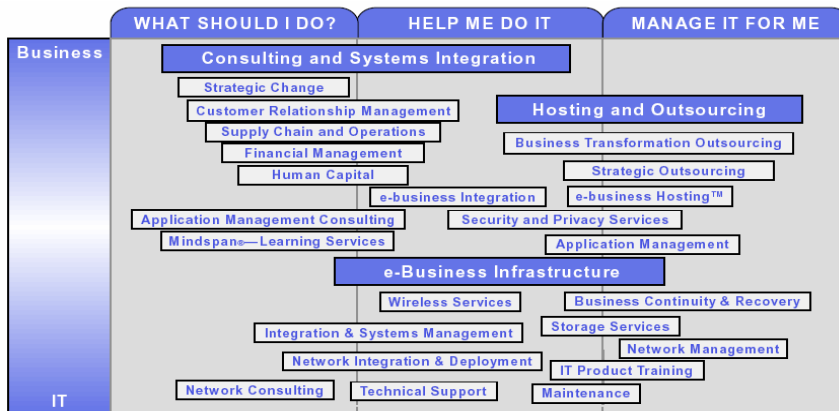
- Comprehensive Portfolio
- Systematic Development Process
- Organisational autonomy
- Defined service processes
- IT Support of Service Processes

Strategic Clarification

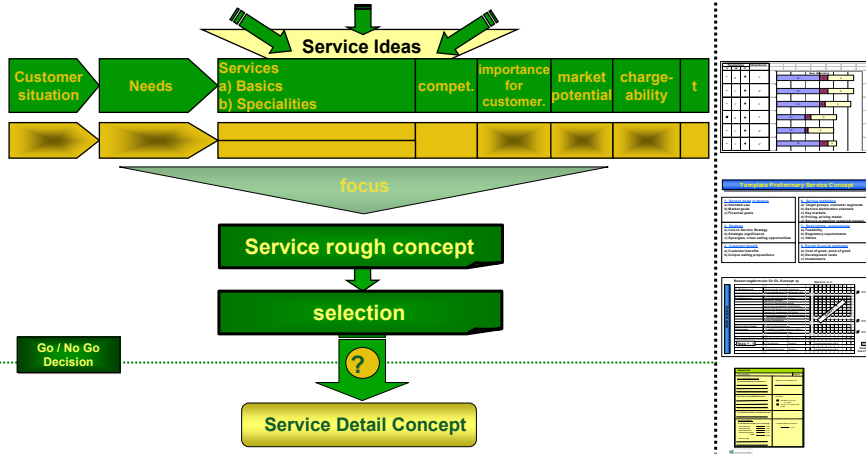


Comprehensive Service Portfolios

Example IBM



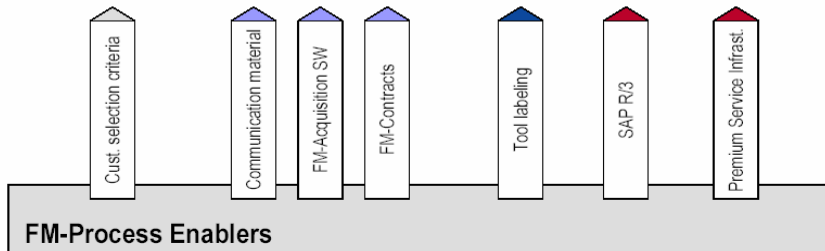
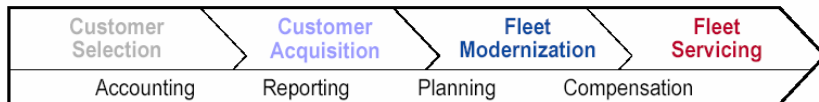
Defined Service Development Processes



Defined and supported Service Processes

Example: Hilti

FM-Process



Outlook: The „Age of Access“ (Rifkin 2000)

– Product as strategic platform

„The significance of material goods will be as containers or vehicles for knowledge-value.“

„Companies will think of products as platforms for all sorts of upgrades and value-added services.“

„The product becomes more of a cost of doing business than a sale item in and of itself.“

– Services as main sources of revenues and as differentiation factor

„The supplier has to represent zero cost to the customer.“

„The vendor will make money by comanaging the customer's operations, improving its performance and profit and sharing in the gains. He lends his know-how and expertise to help run the customer's business.“