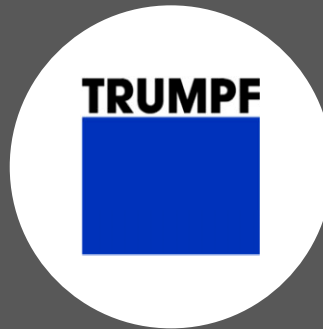


February 18, 2021 // 14:00 – 15:30 UTC



Equipment as a Service

How manufacturing companies can leverage EaaS as an additional business model



With speakers from



Agenda



Why Equipment as a Service

Oliver Bendig, Advisory Board Member of ISLA, and Lead Customer Service & Aftersales EMEA at Monitor Deloitte



How to build a platform for Equipment as a Service

Josef Brunner, CEO of relayr



How to build an ecosystem for Equipment as a Service

Dr. Tom Schneider, Managing Director Research & Development at TRUMPF



How to manage the change to Equipment as a Service

Arndt Paul, Independent Coach for Service Strategy & Transformation, and former SVP Service Management at HILTI

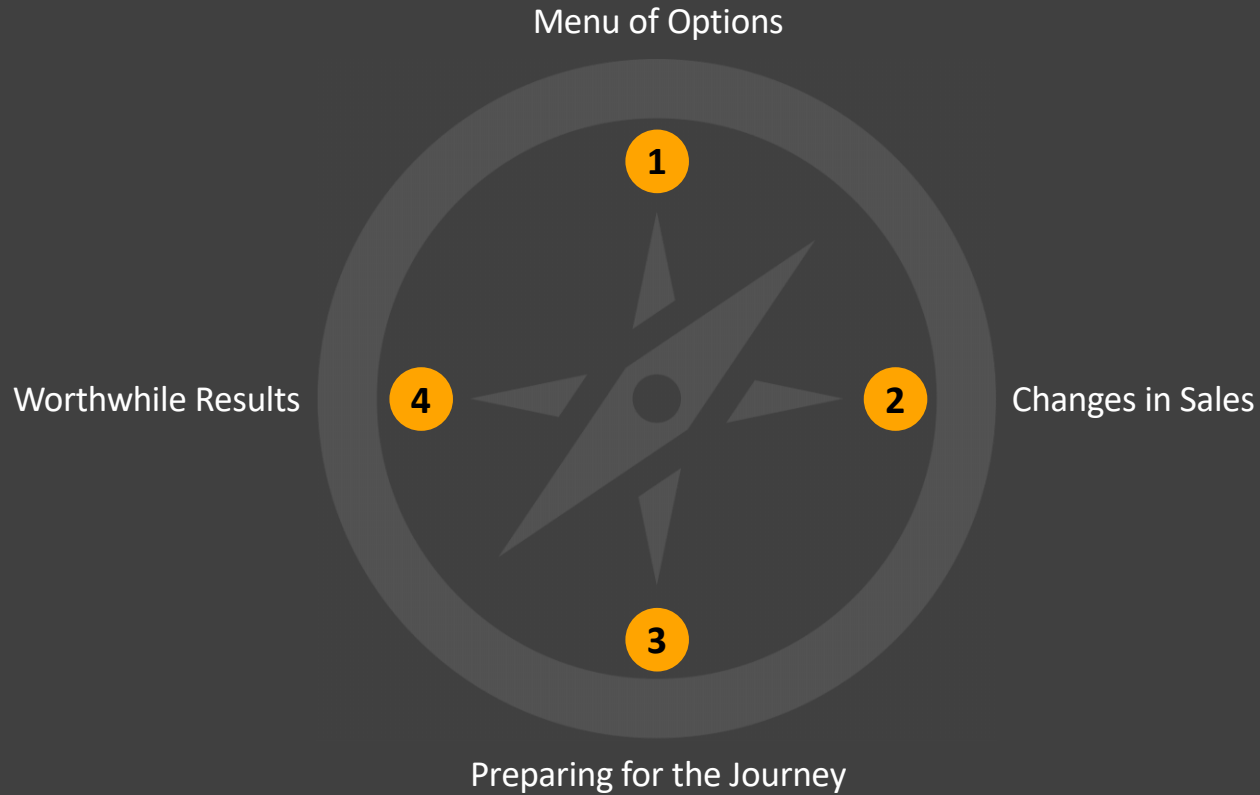


Panel Discussion and Q&A

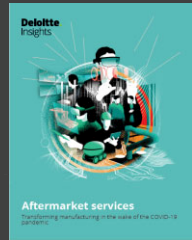
Webinar speakers, and all attendees who are invited to ask their questions using the Q&A feature



Business models are **CHANGING** and **DISRUPTING** the markets... and organizations



Each option has its set of implications to **CHANGE**



	Product/Service	Core Product, added Services (basic repair)	Product-Service-Systems (bundles)	Subscription (Fleet)	Pay per X
VP	Features	Reliability	Performance	Productivity	Resilience
Insights	Specification		Application	Value Chain	Business
Innovation	Technology	+Marketing	+Service	+Sales	+Ecosystem
Team	R&D	+MKT, (AMS)	+IT, AMS, OMNI	+FIN, LEG, LOG	+SCM, External
Ownership		Customer		Manufacturer	SPV
Risk	Quality		Service Execution	Behavior, Solvency	Utilization
Company	None		Operations	Culture	Identity

Changes on sales are widespread

Just a few examples when moving into subscriptions

Approach	Demo	Consulting
	1:1	n:n
	1 step	8 steps
Pricing	Negotiation & Promotion	Pricing standards
Steering & Reward	Short-term result	Long-term behaviour
Care & Renew	Fire & Forget	Implement & Prove

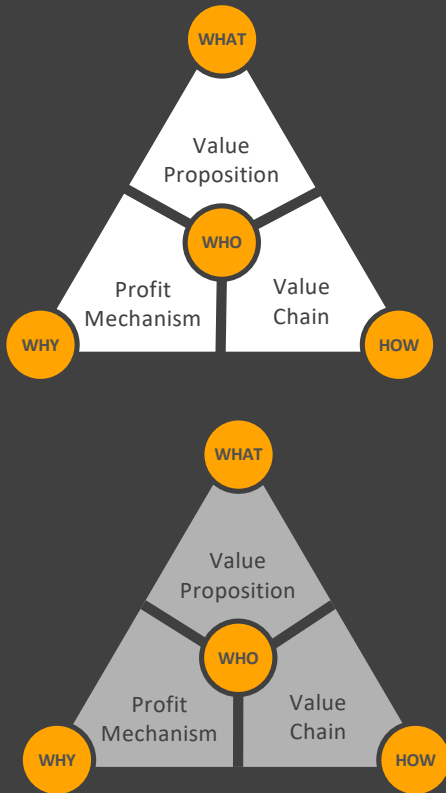
Some learnings



- Learning by 70/20/10
- Lead by example
- Aids in-line with offering
- Share and celebrate
- Prepare for fluctuation
- Roles to support lifecycle
- Omnichannel lined-up



Identify areas of change and unique strengths deriving from **YOUR** status quo and ambition

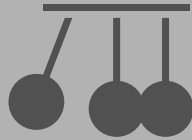


- Strong and compelling vision
- Credible urgency
- Aligned understanding of success
- Company culture
- Competitive landscape and responsiveness
- Customer interfaces and understanding
- Skills and experiences
- Product characteristics
- Pricing strategy
- Operational infrastructure and excellence
- Global processes and data
- Structures and Governance
- Channels and roles
- Remuneration scheme
- Risk mitigation
-
-



Many opportunities to win, but equally many to get stuck and waste time

Broad business impact



- 8 years >20% CAGR
- 10% higher net sales prices
- Attractive new revenue streams
- 40% increase in sales efficiency
- Sustainable differentiation
- 98% customer engagement
- Top-of-mind and true partner
- Future proof organization

Few more learnings



- Question paradigms
- Keep focus for 5 years
- Drive the vision and urgency
- Top management with one voice
- Right setup for design & integration
- Truly customer centricity
- Look outside and team-up
- Make change part of your DNA



Final comments



It is an **individual journey** with **individual challenges**



Change will be a crucial part of that journey and might make the difference between success and failure



If you do it right, it will **bring the company** and **results** to a **next level**



Customer needs and technology are developing extremely fast.
If you don't respond, **somebody else will** for sure

