

FIR Aachen GmbH

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Competence Center Services  
Your expert partner for all questions  
related to service business



# Competence Center Services

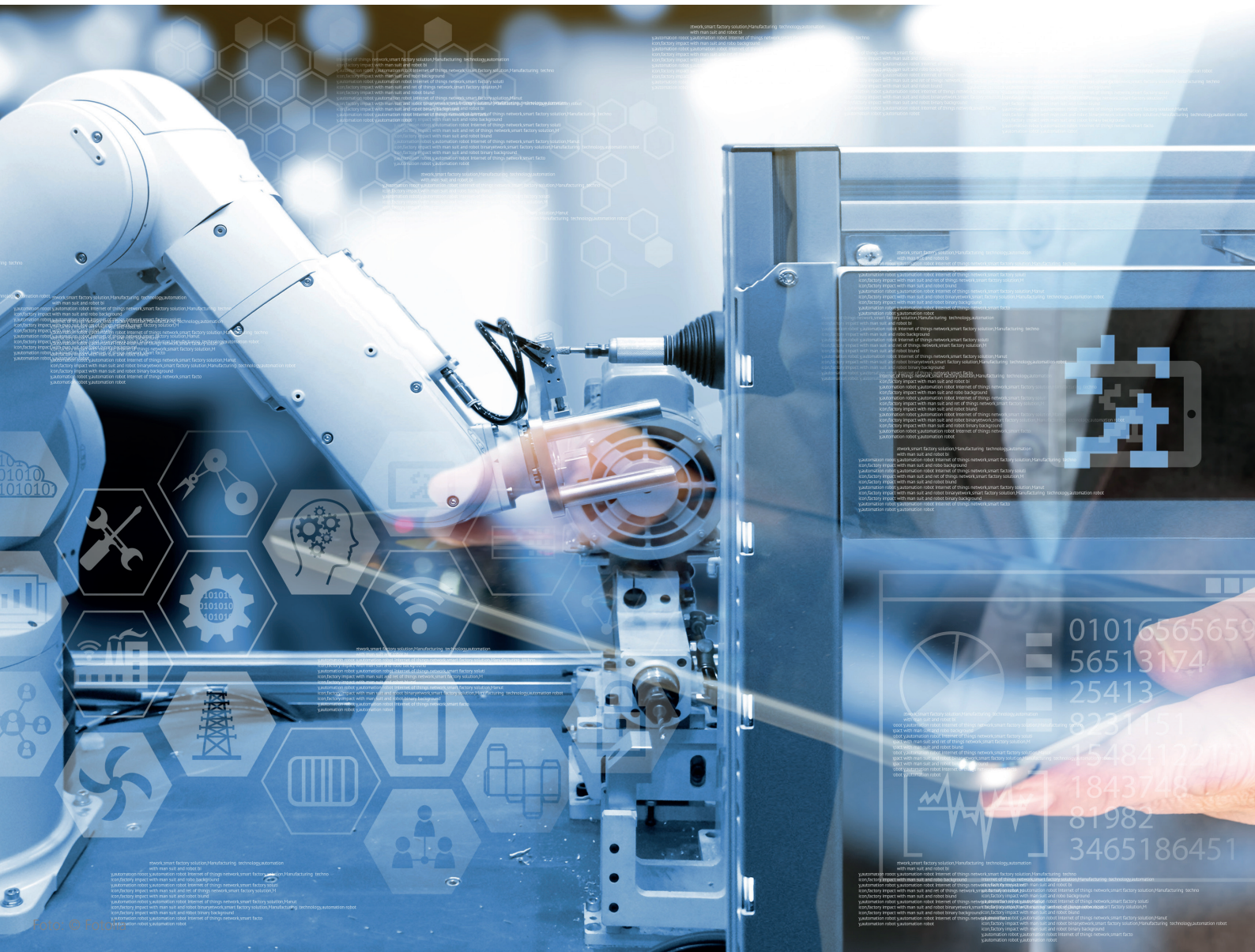
Your expert partner for all questions related to service business

“Almost all industrial companies have recognized that service business is becoming more and more a driver of margins and sales for the company. As a result of new technologies and business models, however, competitive pressure is increasing in the industrial services sector. In order to be prepared to face increasing competitive pressure and to benefit from high margins, increasing sales and cost reduction potentials, companies need to further develop their service portfolio on an ongoing basis. We see it as our task to support you as our customer with the expansion and professionalization of your service business.”



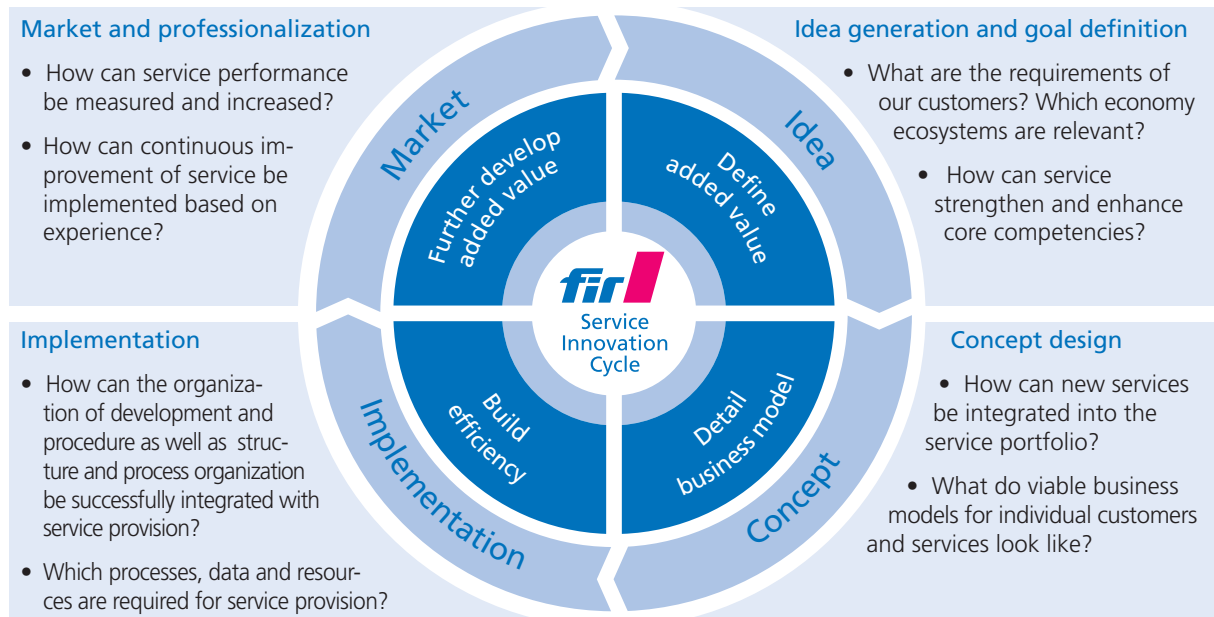
Benedikt Moser, M. Sc.  
Head of Competence  
Center Services

FIR, the Institute for Industrial Management FIR at RWTH Aachen University, is an inter-sectoral research institution that seeks to establish the organizational basis for the digitally integrated company of the future.





# Our services



## Idea generation and goal definition

- **Identification of customer needs:** Driven by new trends, such as digital connectedness, your clients' requirements are continuously changing. Using proven methods such as the Value Proposition Canvas, Customer Journeys, or the Kano model, we support you in identifying the demands of your current and future clients.
- **Strategy and portfolio development:** Further developing your service portfolio and designing an appropriate service strategy, we use methods such as *Service Portfolio Analysis* (core competency, BCG, and McKinsey matrices), *Porter's Five Forces*, and other proven process models, e.g. for the development of service roadmaps.

## Concept design

- **Business model development:** In order to develop new business models and evaluate their profitability, we draw on current approaches such as the *Business Model Canvas* or the *Business Case Calculator*. These tools are also used to build hands-on service business cases..
- **Process architecture:** The concrete design of performance components of a new service – or of a service to be further developed – requires the design of service components, different variants, and process structures. We support companies with tools such as *Service Blueprinting*, *Value Stream Mapping and Design*, as well as *simulation models*, e.g. for the evaluation of availability guarantees.

## Implementation

- **Organizational and operational structure:** Introducing new service components requires adaptation of existing organizational structures, resources, and processes. We support the implementation of newly developed services with the help of tools, such as process design tools, activity and competency matrices (including RACI), and approaches to adapt the company's organizational structure.
- **IT system selection:** Critical factors for success include having a suitable IT systems infrastructure (e.g. ERP or SM systems) in place and optimizing the interfaces for data management in service. For many years, FIR's three-stage approach has supported companies in the systematic selection of software for service companies.

## Professionalization and Go-to-Market

- **Market introduction:** In order to successfully market new services, we use *process models for the development of distribution and market entry strategies* as well as substantiated methods of market and benefit analysis, such as *conjoint analysis*.
- **Service performance management:** Only if costs and benefits are fully transparent it is possible to measure and optimize performance. With the help of *maturity models, key performance indicator systems*, and methodologies such as *Service FMEA* or *Balanced Scorecard*, we support companies in achieving full transparency.

## Our Project Approach: An Example:

Development of a Service Level Agreement



## Selected References:



Lufthansa Technik



sartorius



# Does this sound familiar to you from your service business?

- Despite a disproportionately high return on sales, the share of sales of the service business is relatively small. This leads to a neglect of service compared to the production business.
- On the one hand, growing margins and increasing sales are demanded; on the other hand, the options of service managers are organizationally limited. The focus is on production sales.
- Service business is characterized by individual customer requirements and reactive action. A systematic service development and thus professionalization of service is not yet happening.
- In day-to-day business, the development and improvement of grown business processes towards service excellence play a minor role or are not considered at all.
- New technologies are not used in service as yet, even if this would result in reduced costs, among other advantages.

## Our solution

FIR has been supporting companies in the field of industrial services for more than three decades in numerous consulting and research projects as well as through studies and benchmarking projects. The Competence Center Services pools the expertise gained in these activities in order to professionalize the service business of our clients holistically and in a goal-oriented manner.

With our approach we support companies during all four phases of service business – beginning with concept and design through to implementation and professionalization. The goal is to build and sustainably secure a more efficient and profitable service business..





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