

Which services do customers really value?



Coen Jeukens
Service Contract Manager



BOSCH

Which services do customers really value?

Let's start our quest: recognising and searching Value



Running in circles



Changes in customer behaviour have affected service over the past few years.

There has been a massive shift towards a value proposition in service: how do you create more value from the things you've done in the past?

What do customers truly value? What are they willing to pay for? .

Wordle™



In this presentation

- ➔ Part 1 – A framework for recognising value
 - A simple definition
 - What drives customer choice
 - How to deliver de value message
- ➔ Part 2 – Value in action by Bosch
- ➔ Part 3 – Pitfalls of non-value
- ➔ Afterburner



How to define value?

$$V = R - E$$

value result expectation

Suppose: we do what we say ...

Suppose: our competitor does the same ...

... then why would the customer choose for us?



Meindert Flikkema
director Amsterdam School of Management
Consulting at VU University Amsterdam



BOSCH

Why do customers chose us?

→ **Attraction*** (NL: boeien)

- Desirable Product features/ looks
- Appealing value added services
- Price



→ **Connection*** (NL: binden)

- $V > R - E$
- Reputation
 - Good quality
 - Technik fürs Leben
- Die Bosch-Werte (values)
- Consistency



BOSCH
Technik fürs Leben



BOSCH



BOSCH

6



The golden circle

What

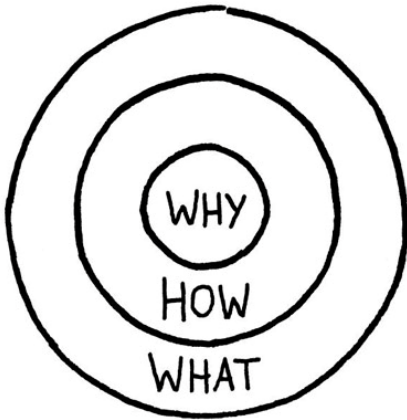
Every organisation on the planet knows WHAT they do. These are products they sell or services they offer.

How

Some organisations know HOW they do it. These are the things that make them special or set them apart from their competition.

Why

Very few organisations know WHY they do what they do. WHY is not about making money. That's a result. It's a purpose, cause or belief. It's the very reason your organisation exists.

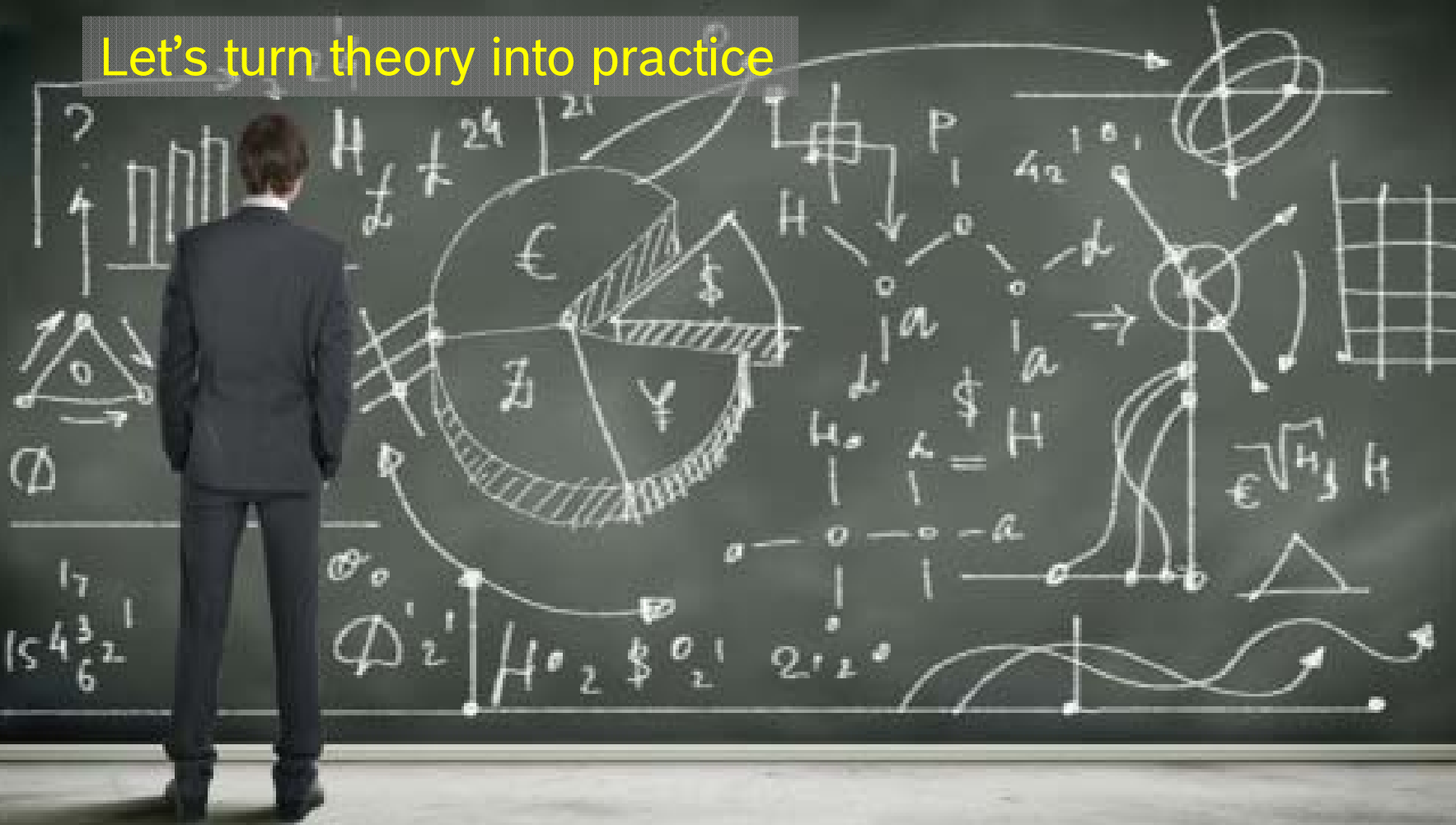


TED Ideas worth spreading
September 2009 – Simon Sinek



BOSCH

Let's turn theory into practice



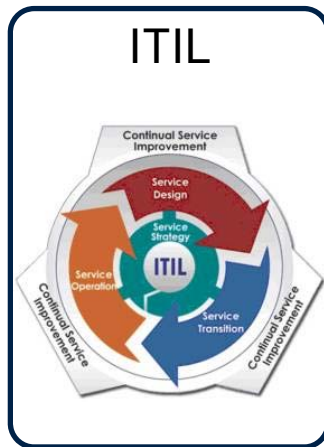
BOSCH

Value in action by Bosch Security Projects

E

→ Expectation

- Consistency
- ITIL framework
- Present choice
- Show consequence
- Explanation (laymen language)
- Capture result in SLA



Bosch service Menukaart

Deze menukaart is bedoeld voor de 'standaard service van Bosch' in het project.

Overzicht

- Wat is het doel van de service?
- Wat is de scope van de service?
- Wat is de verantwoordelijkheid van de service?
- Wat is de verantwoordelijkheid van de klant?
- Wat is de verantwoordelijkheid van de leverancier?
- Wat is de verantwoordelijkheid van de klant?
- Wat is de verantwoordelijkheid van de leverancier?
- Wat is de verantwoordelijkheid van de klant?
- Wat is de verantwoordelijkheid van de leverancier?

Service Design

- Wat is de scope van de service?
- Wat is de verantwoordelijkheid van de service?
- Wat is de verantwoordelijkheid van de klant?
- Wat is de verantwoordelijkheid van de leverancier?
- Wat is de verantwoordelijkheid van de klant?
- Wat is de verantwoordelijkheid van de leverancier?
- Wat is de verantwoordelijkheid van de klant?
- Wat is de verantwoordelijkheid van de leverancier?

Service Transition

- Wat is de scope van de service?
- Wat is de verantwoordelijkheid van de service?
- Wat is de verantwoordelijkheid van de klant?
- Wat is de verantwoordelijkheid van de leverancier?
- Wat is de verantwoordelijkheid van de klant?
- Wat is de verantwoordelijkheid van de leverancier?
- Wat is de verantwoordelijkheid van de klant?
- Wat is de verantwoordelijkheid van de leverancier?

Service Operation

- Wat is de scope van de service?
- Wat is de verantwoordelijkheid van de service?
- Wat is de verantwoordelijkheid van de klant?
- Wat is de verantwoordelijkheid van de leverancier?
- Wat is de verantwoordelijkheid van de klant?
- Wat is de verantwoordelijkheid van de leverancier?
- Wat is de verantwoordelijkheid van de klant?
- Wat is de verantwoordelijkheid van de leverancier?

Service Improvement

- Wat is de scope van de service?
- Wat is de verantwoordelijkheid van de service?
- Wat is de verantwoordelijkheid van de klant?
- Wat is de verantwoordelijkheid van de leverancier?
- Wat is de verantwoordelijkheid van de klant?
- Wat is de verantwoordelijkheid van de leverancier?
- Wat is de verantwoordelijkheid van de klant?
- Wat is de verantwoordelijkheid van de leverancier?



WYSIWYG

| Item | Unit | Price | Description |
|----------------|------|-------|--------------------------------------|
| Personnel | 12% | 12% | Personnel costs for the project. |
| Materials | 24% | 24% | Materials costs for the project. |
| Travel | 15% | 15% | Travel costs for the project. |
| Other | 12% | 12% | Other costs for the project. |
| Subcontractors | 3% | 3% | Subcontractor costs for the project. |
| Overhead | 3% | 3% | Overhead costs for the project. |
| Profit | 3% | 3% | Profit for the project. |
| Tax | 0% | 0% | Tax costs for the project. |
| Other | 0% | 0% | Other costs for the project. |

Contractchouder

Park Services system

Service level Agreement

ANNEX B

OB35JSCDSM03030

BOSCH

© 2015, Robert Bosch B.V. Het onderstaande document is een afschrift van het document dat is afgegeven door Robert Bosch B.V. aan de klant. Het document mag niet worden verspreid of openbaar gemaakt. Het document is het eigendom van Robert Bosch B.V. en kan vertrouwelijk of anderszins wettelijk beschermd zijn. Het document is niet bedoeld als aanpak voor de klant. Het document is niet bedoeld als aanpak voor de klant.



BOSCH

Value in action by Bosch Security Projects

R

→ Result

- **Walk the talk** ... preferably a bit more
- Communication matrix
- Reporting
- Change Management
- Evaluation
- Escalation – the valve



Who, when how often?

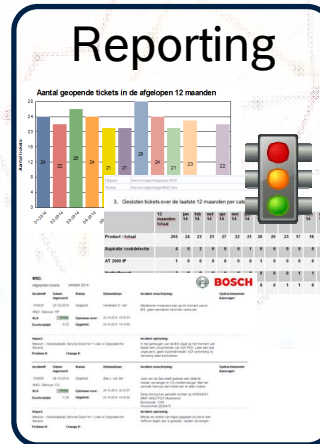
Luitien van Gastel
Program Manager

Roeland Staal
Manager Customer Care

Onno Buckermolen
Account Manager

Coen Jekkers
Service Contract Manager

Jan Veen
Project Consultant

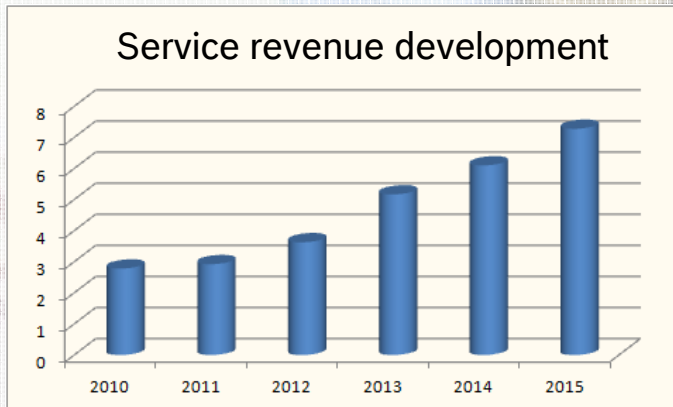


BOSCH

The Value of Value

V

Bosch



Customer

- Customer satisfaction
- More repeat sales
- Move upwards in value chain
- Capex → Opex
- Relationship with End user
- Comprehensive solutions
- Innovation partnership



BOSCH

Pitfalls and Non-value



Pitfall: Customer-oriented versus customer-caved



- **Balance**
- Who is the customer
 - buyer / contract holder / end user
- Should you accommodate the customer in everything
- Be aware of your own role / added value
- When/ how to say “no”
- The Bosch choice: “Build to Maintain” (NL: “bouwen om te beheren”)

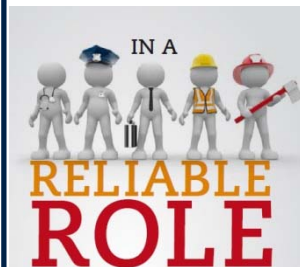
Whom to listen to?



“too”



What is my role?



BOSCH

Which services do customers really value?

Start selling the value



Put on a
winning
smile &
go get
'em

DAY TWO

"Finding value for customers"

Changes in customer behaviour have affected service over the past few years.

Rather than buying a particular product or piece of equipment, customers are looking for business outcomes and business solutions.

There has been a massive shift towards a value proposition in service: how do you create more value from the things you've done in the past?

What do customers truly value? What are they willing to pay for? .



BOSCH

The art of selling: hope versus reality

Elections



What message “wins” in elections?

- message of hope
- message of reality

Boardroom



Who gets a voice in the boardroom?

- sales with a message of hope
- service with a message of reality



BOSCH