


TAKING
COOPERATION
FORWARD

 19.03.2020

 **D.T.1.2.1 Reports On Country Specific Analysis in Participating Countries - ITALY**

 Conducted by Uni-P

Industrial Service Excellence Monitor



THE IDEA BEHIND

Services are extremely important for the success of manufacturing companies. In order to be successful in the service business, various areas have to be adapted and the continuous measurement of the own development is indispensable.



YOUR BENEFIT

The ISE-monitor gives you a detailed analysis of the current status of the service business of your company as well as comparison with other companies.

Available for free: www.ise-monitor.eu/monitor

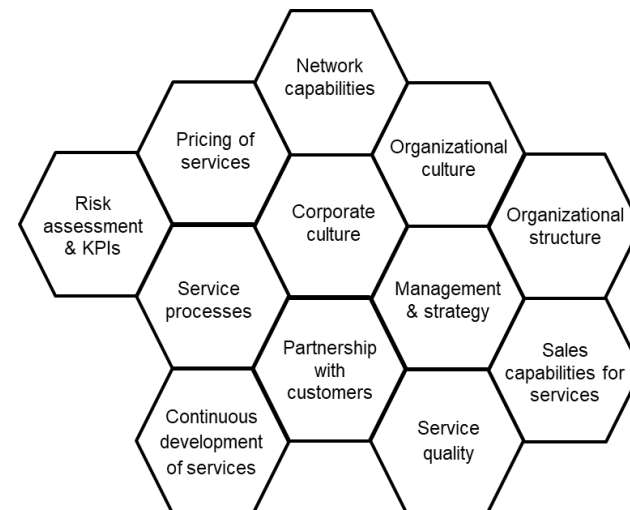
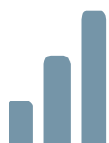


Figure: 12 Dimensions of Industrial Service Excellence

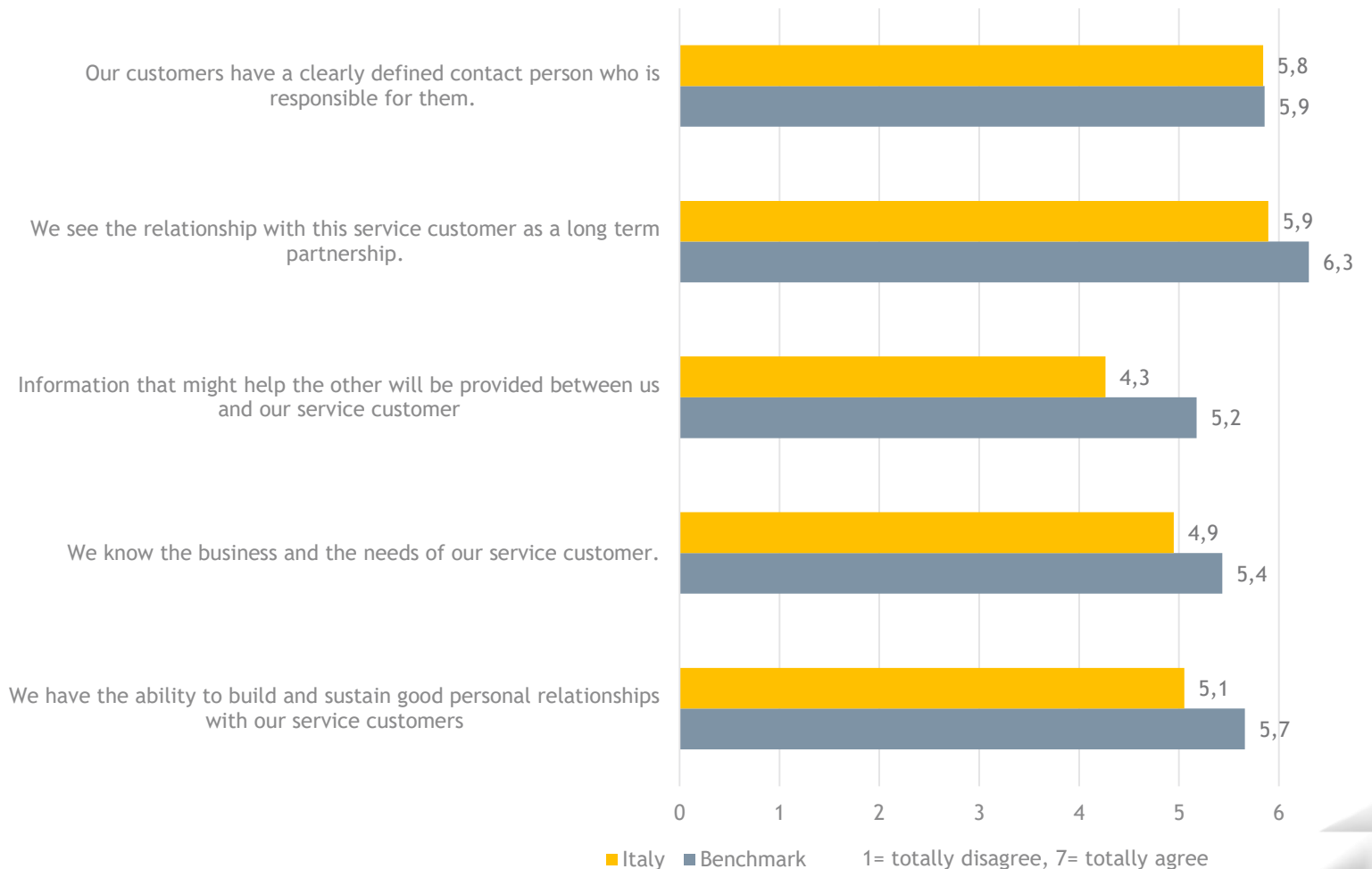


COUNTRY SPECIFIC REPORT

- This report summarizes country specific results from the monitor usage of Advanced Manufacturers in the specific country
- The self-assessment regarding 12 Dimensions and performance indicators from the companies is compared to a Benchmark
- The Benchmark consists of 379 companies from Austria, Germany, Czech Republic, Italy, Slovenia, Slovakia and Hungary



PARTNERSHIP WITH CUSTOMERS



Italy: n=19
Benchmark: n=379 & Data weighting according to equal distribution across countries

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NETWORK CAPABILITIES



We have the ability to build good personal relationships with service partners.



We have a contract that regulates responsibilities and defines how the risks are shared with our service partners.



We are in an active exchange with our network partners in the field of services.



We look for external partners that have complementary resources in the field of services.



We analyze what we want to achieve with each external partner in the service business before we start a cooperation.



■ Italy ■ Benchmark

1= totally disagree, 7= totally agree



Italy: n=19
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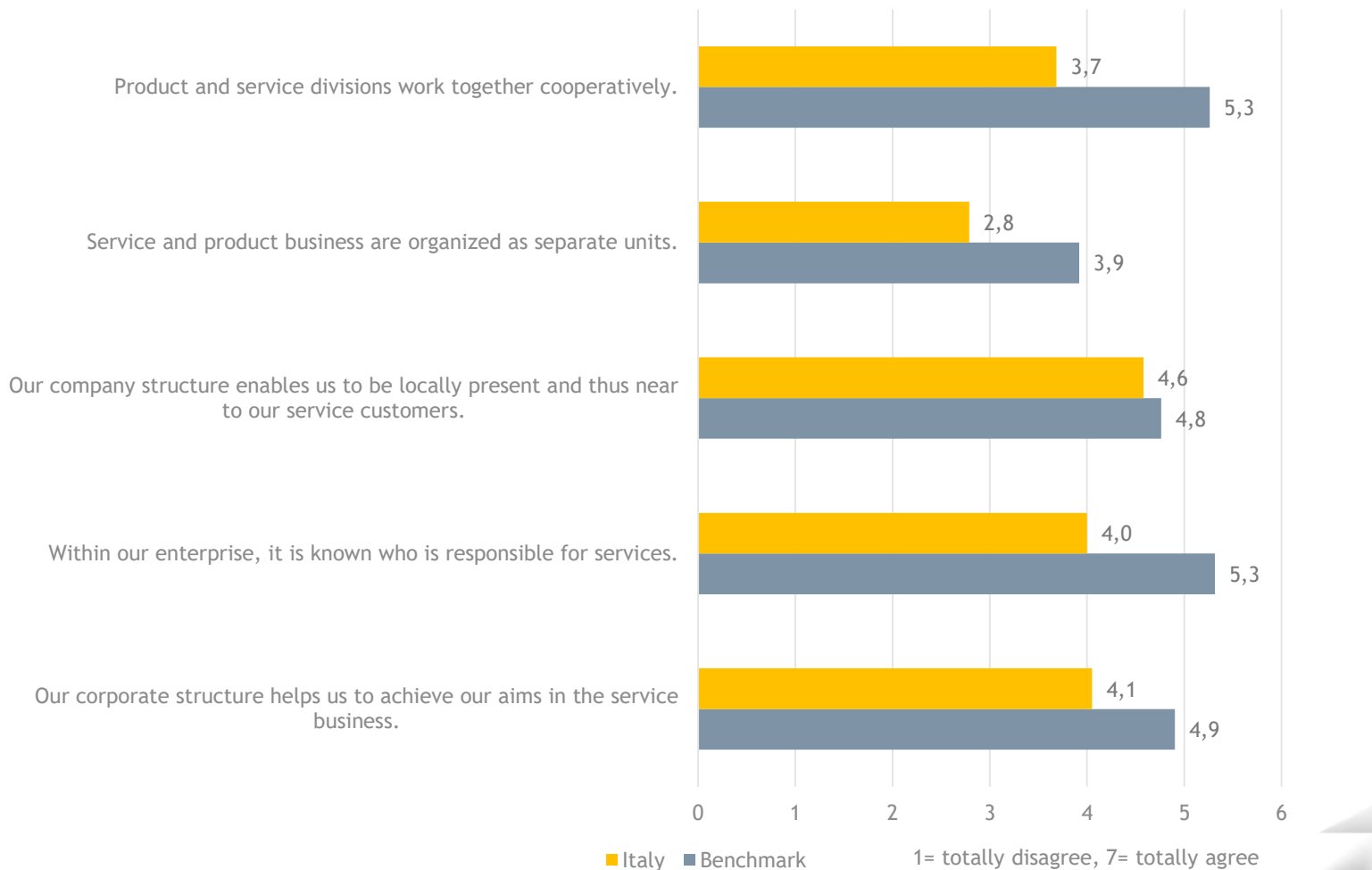
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CORPORATE CULTURE



Italy: n=19
Benchmark: n=379 & Data weighting according to equal distribution across countries

ORGANIZATIONAL STRUCTURE



Italy: n=19
Benchmark: n=379 & Data weighting according to equal distribution across countries

PRICING OF SERVICES



The pricing of our services helps us to achieve our aims in the service business.



The costs of services are made transparent and are communicated to our customer.



Not only do our prices for services account for costs, but also for market prices and monetary value for the customer.



If it is impossible to bill services directly, we bill them indirectly (by including them in the product price) instead of offering them for free.



If possible we do not offer services for free, but charge them separately.



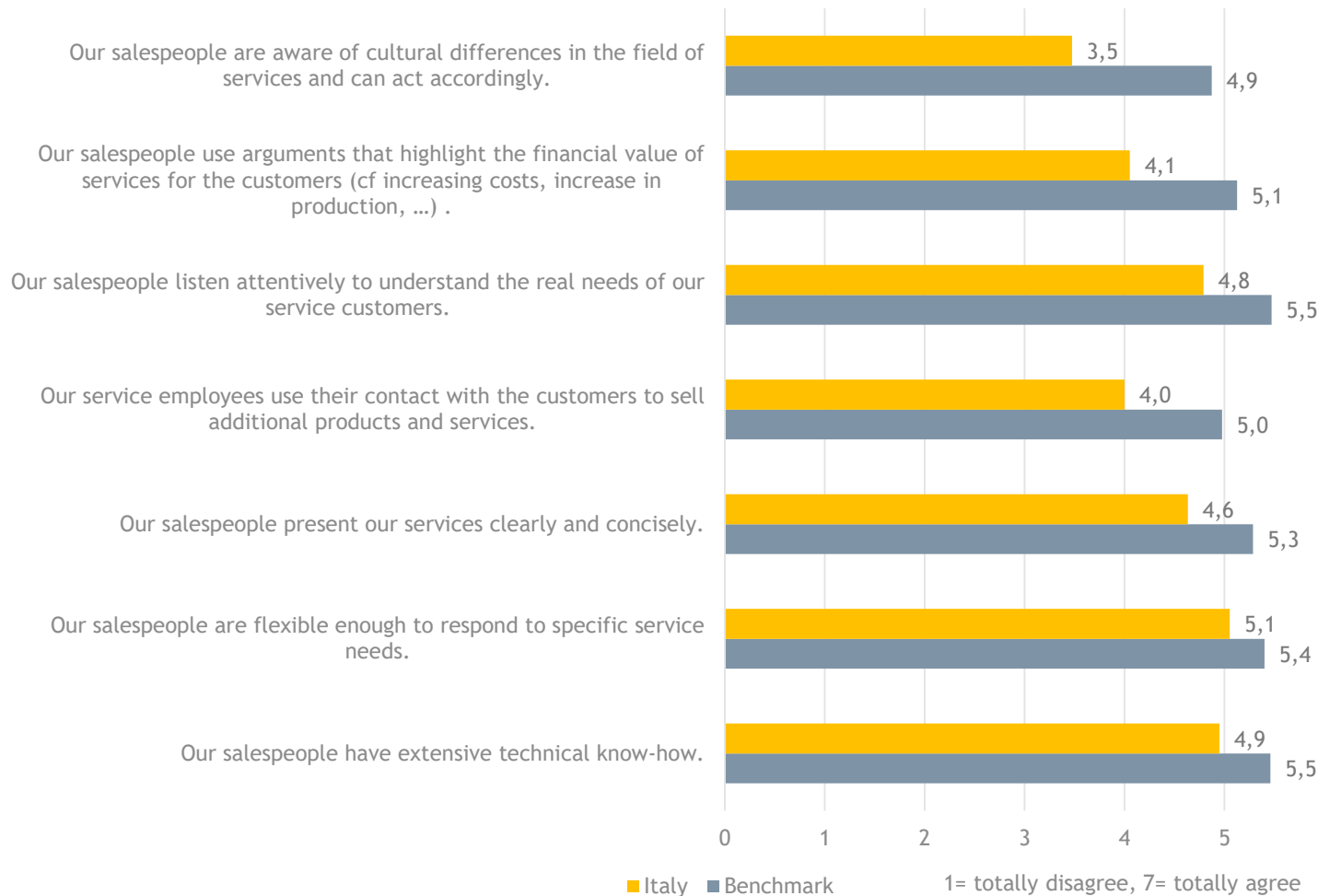
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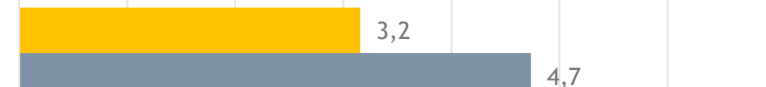
SALES CAPABILITIES FOR SERVICE



Italy: n=19
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Our management recognizes and rewards service-oriented behavior of employees (cf bonus, praise, career options).



Our management supports service employees for solving customer problems.



Our managers serve as examples for service oriented behavior.



Services are an important part of our corporate strategy.



We have a clearly defined service strategy.



■ Italy ■ Benchmark

1= totally disagree, 7= totally agree

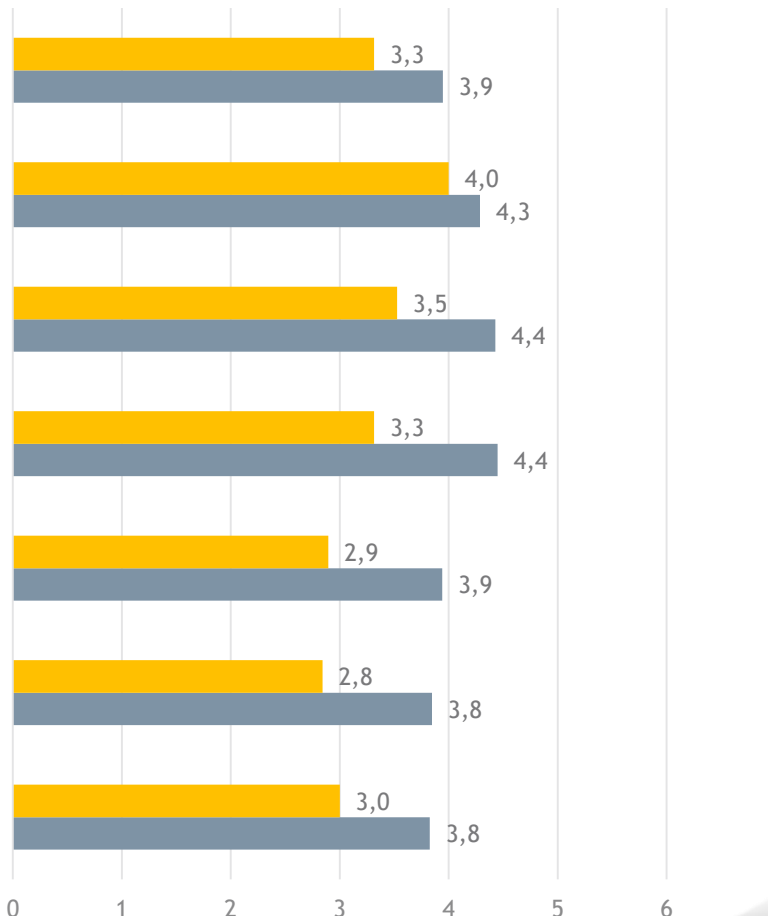


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RISK ASSESSMENT & KEY PERFORMANCE INDICATORS FOR SERVICE



Specific steps have been taken in our company to manage the risks in the service sector.



■ Italy ■ Benchmark

1= totally disagree, 7= totally agree

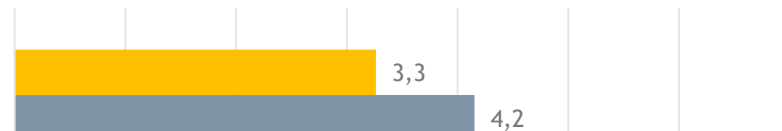


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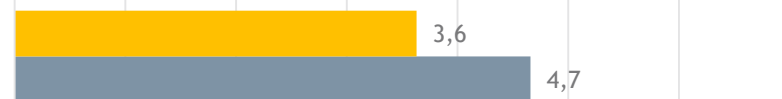
SERVICE PROCESSES



We have clearly defined instructions concerning how services should be executed (cf scripts, manuals).



We have fast and efficient service processes, that allow us to reply immediately to customer inquiries.



We have standardized and simplified our service processes.



Processes across different departments work well in our company.



The communication between the service department and other departments is very good in our company.

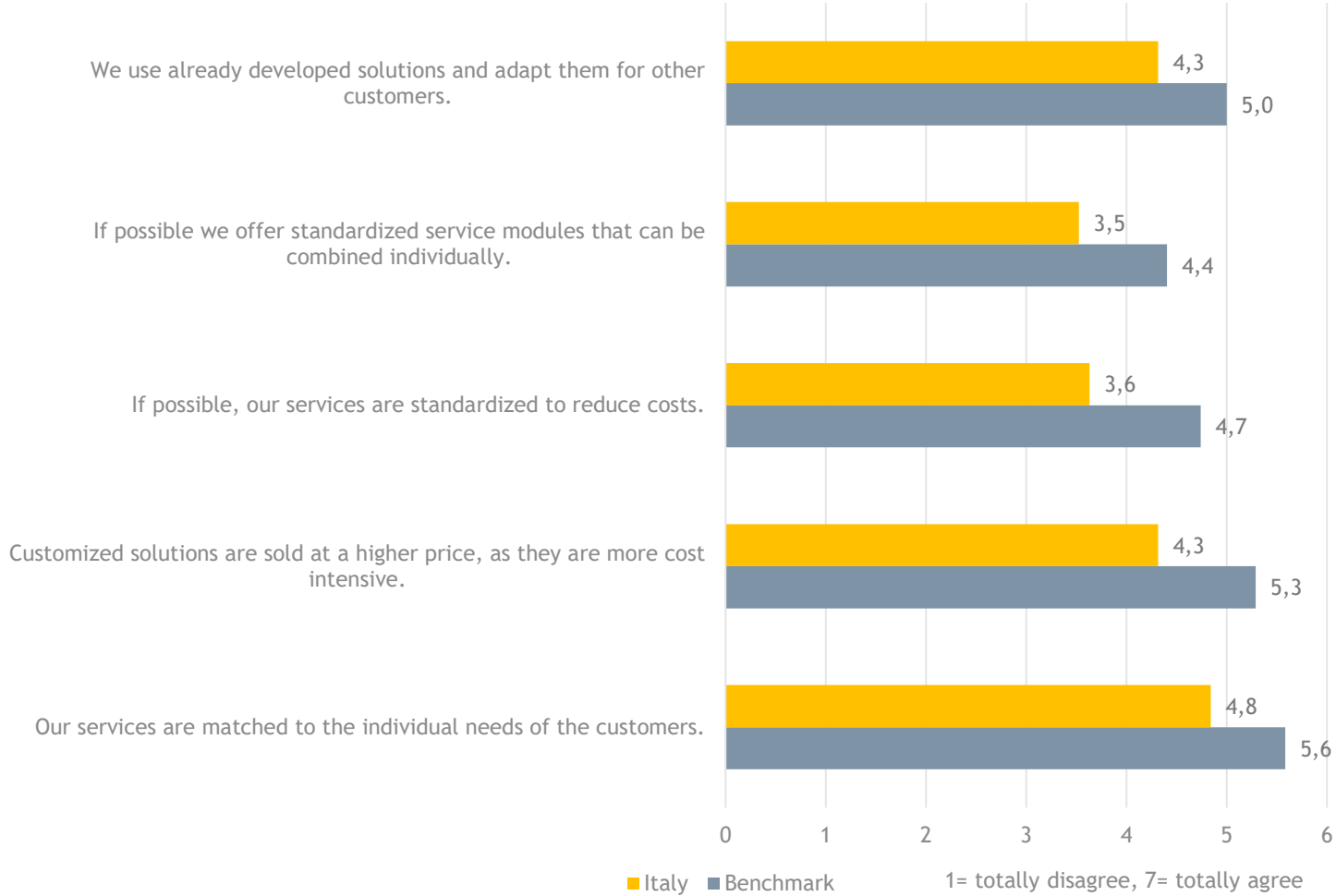


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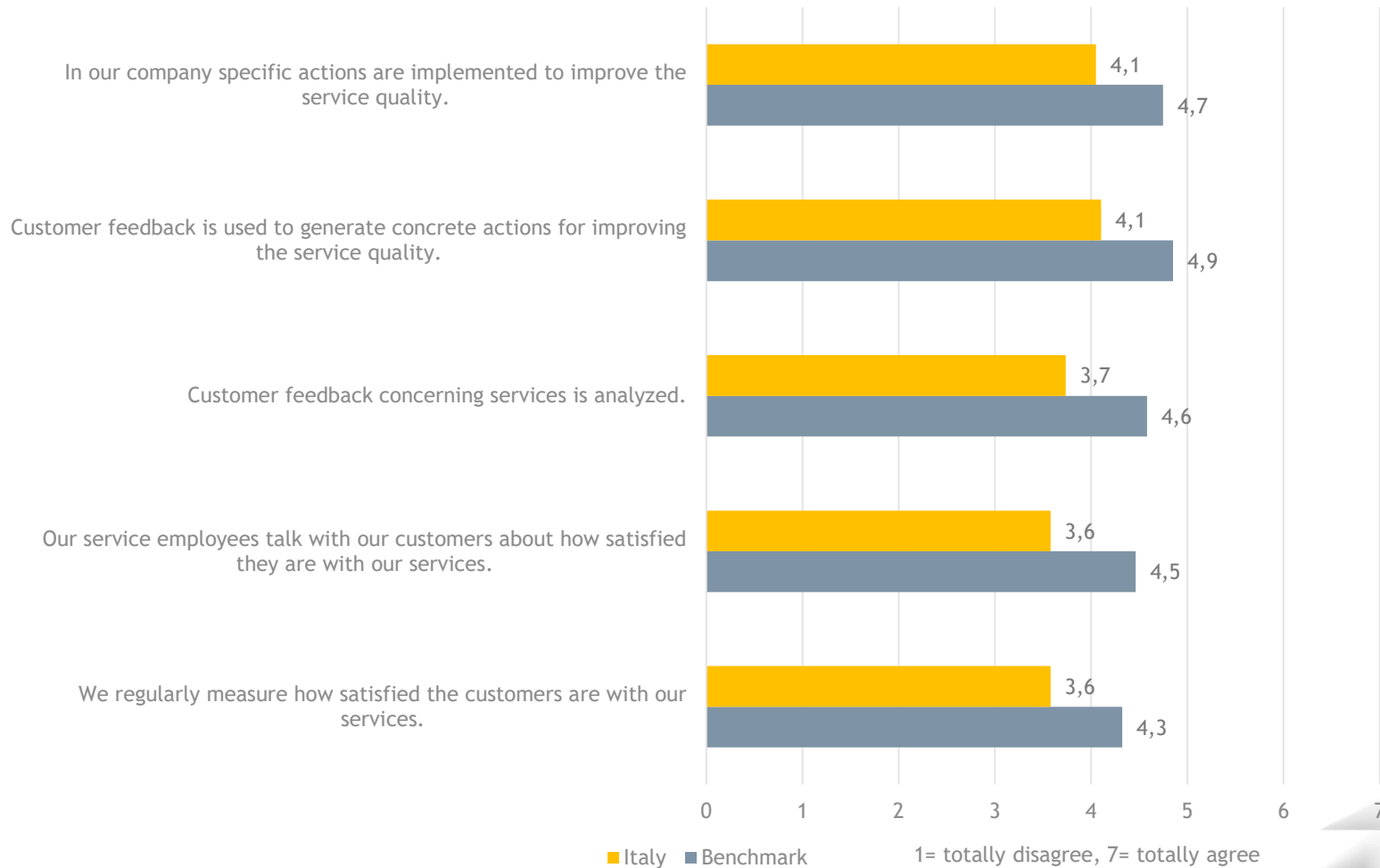


INDIVIDUALISATION AND STANDARDISATION



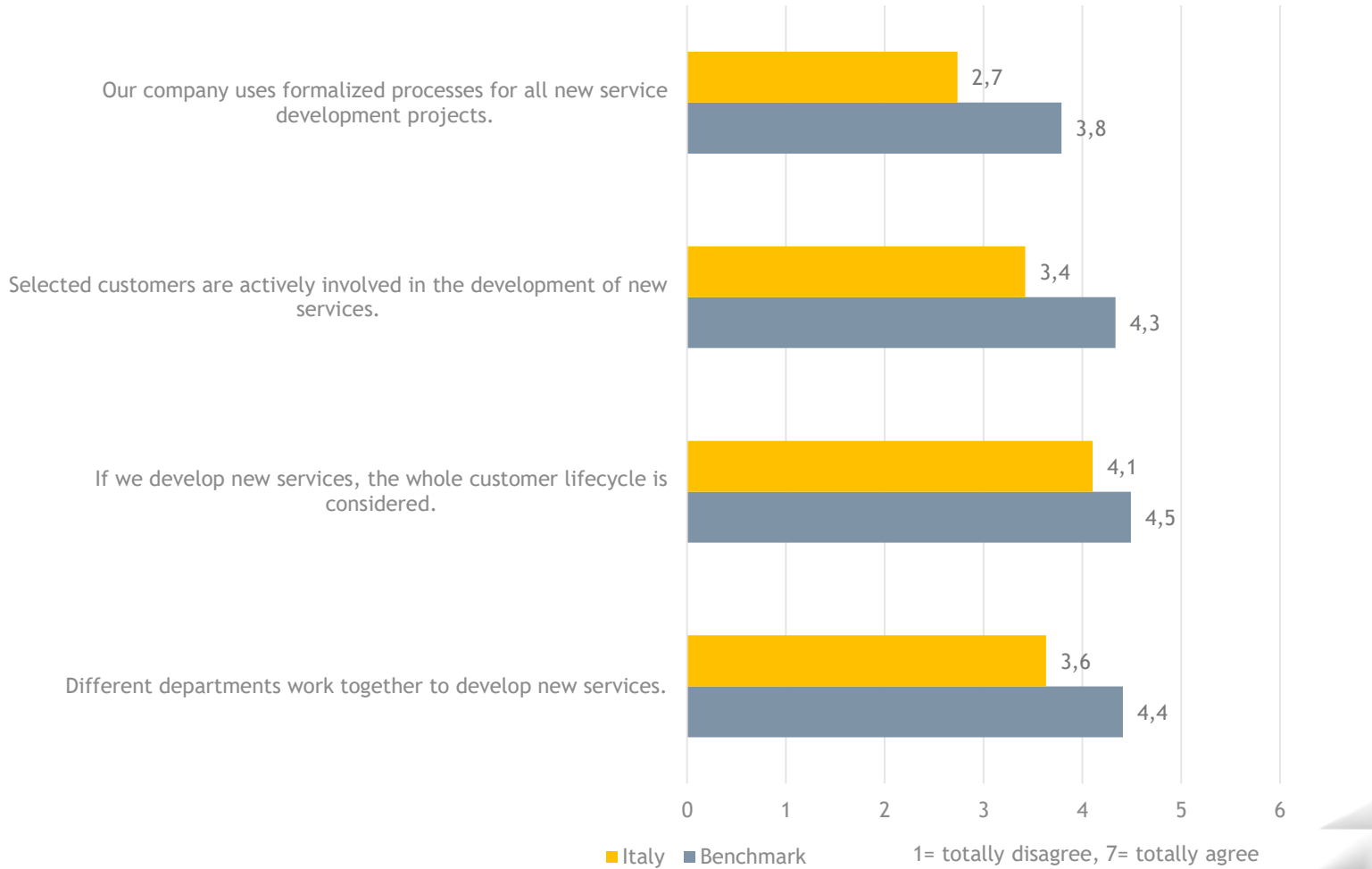
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ASSESSMENT OF SERVICE QUALITY



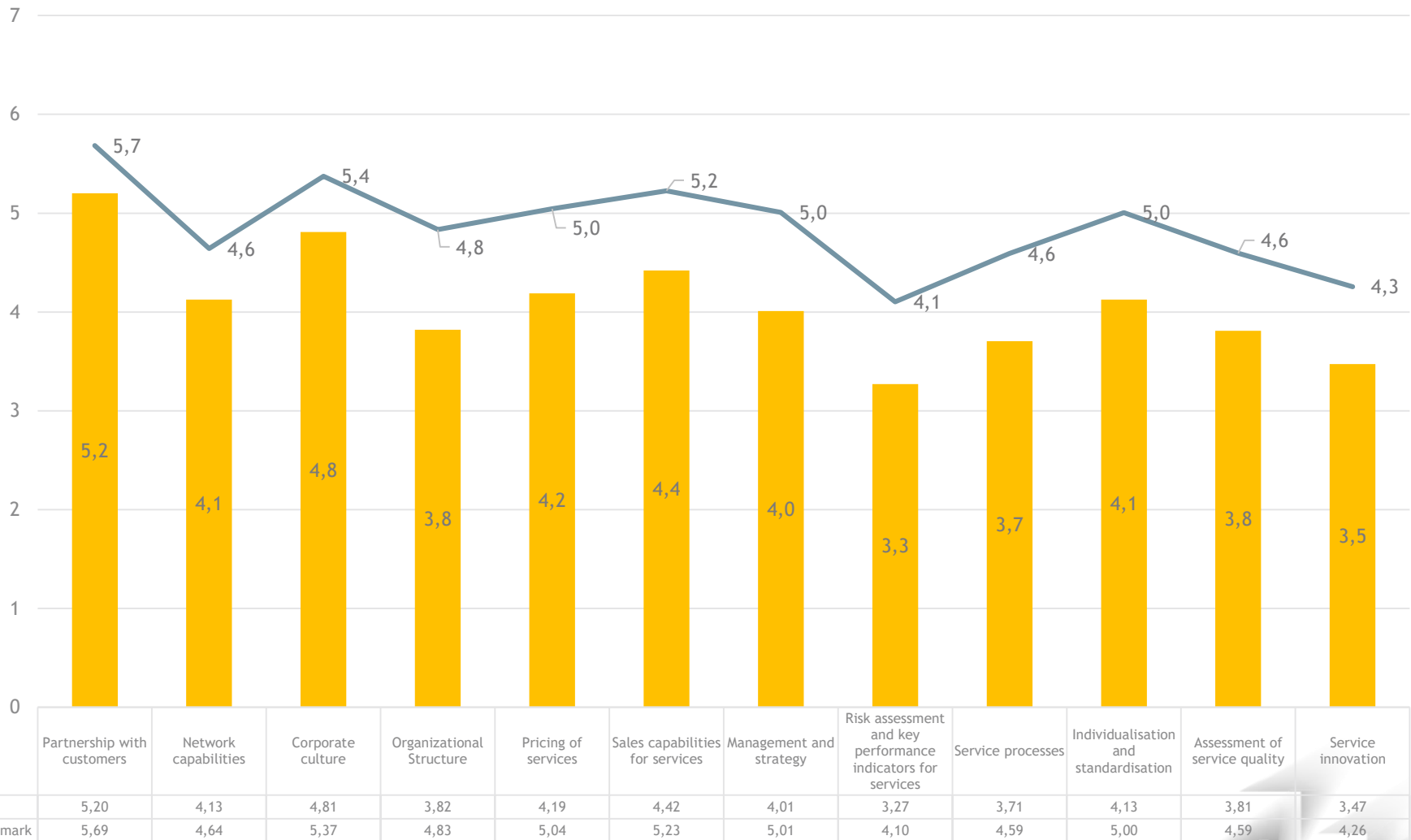
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SERVICE INNOVATION



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12 DIMENSIONS - BENCHMARK



1= totally disagree, 7= totally agree



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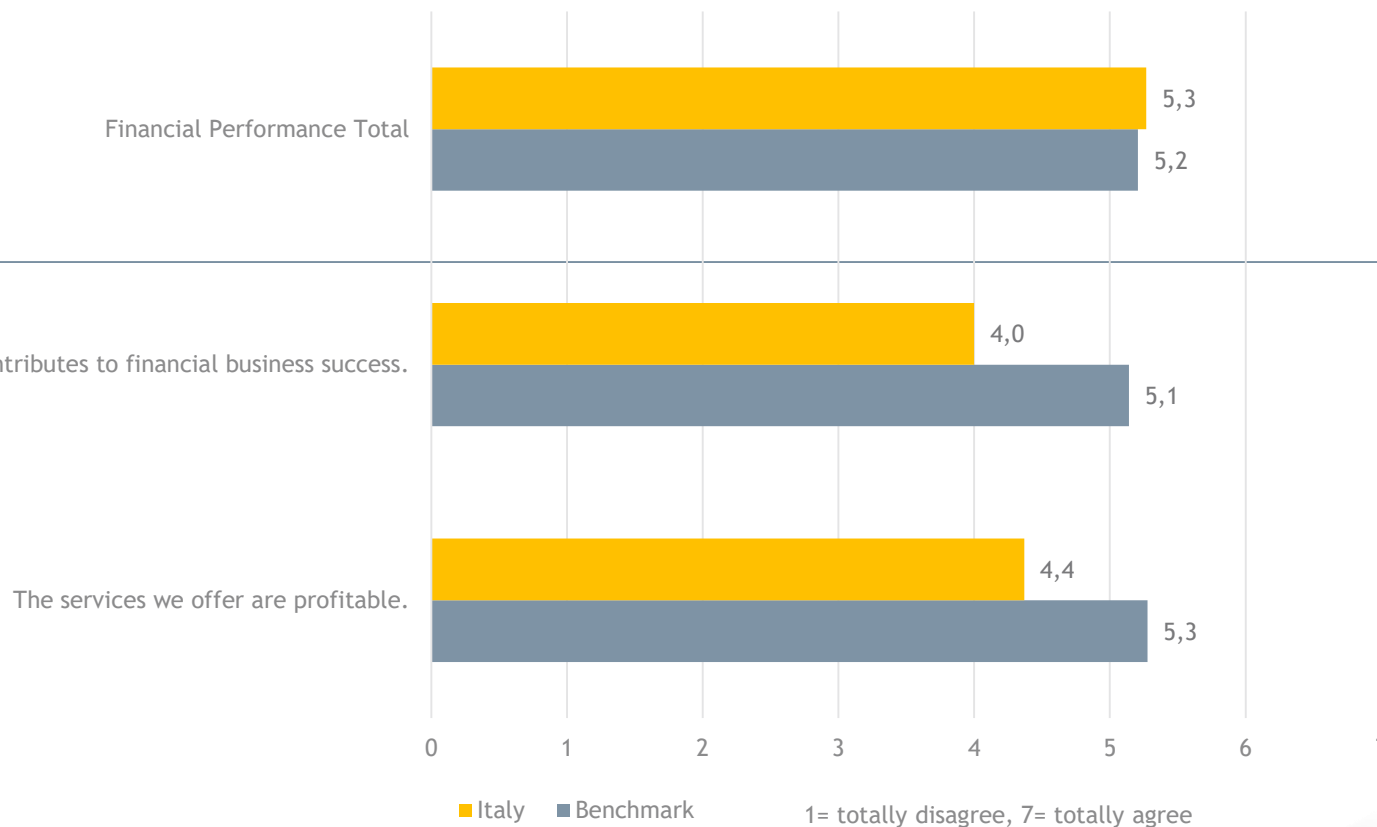
SERVICE EXCELLENCE

Service Excellence means that services are offered to the customer in high quality, that the customer is more than satisfied with the solution and that the service is competitive, that is better than those of the competitors. Further, processes and structures within the company support efficient and flexible provision of the services and all departments work together towards better services.



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FINANCIAL PERFORMANCE

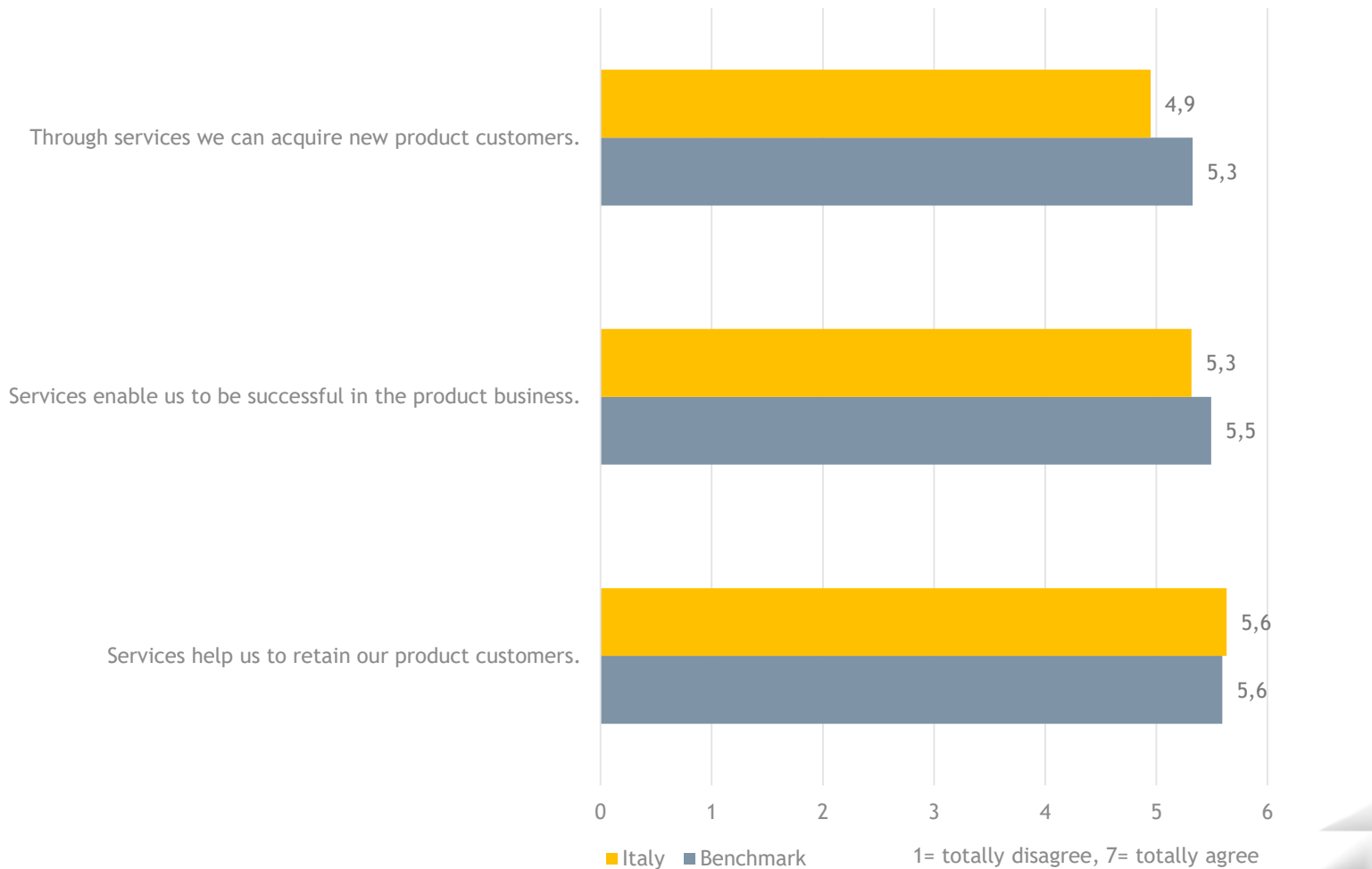


NON-FINANCIAL PERFORMANCE



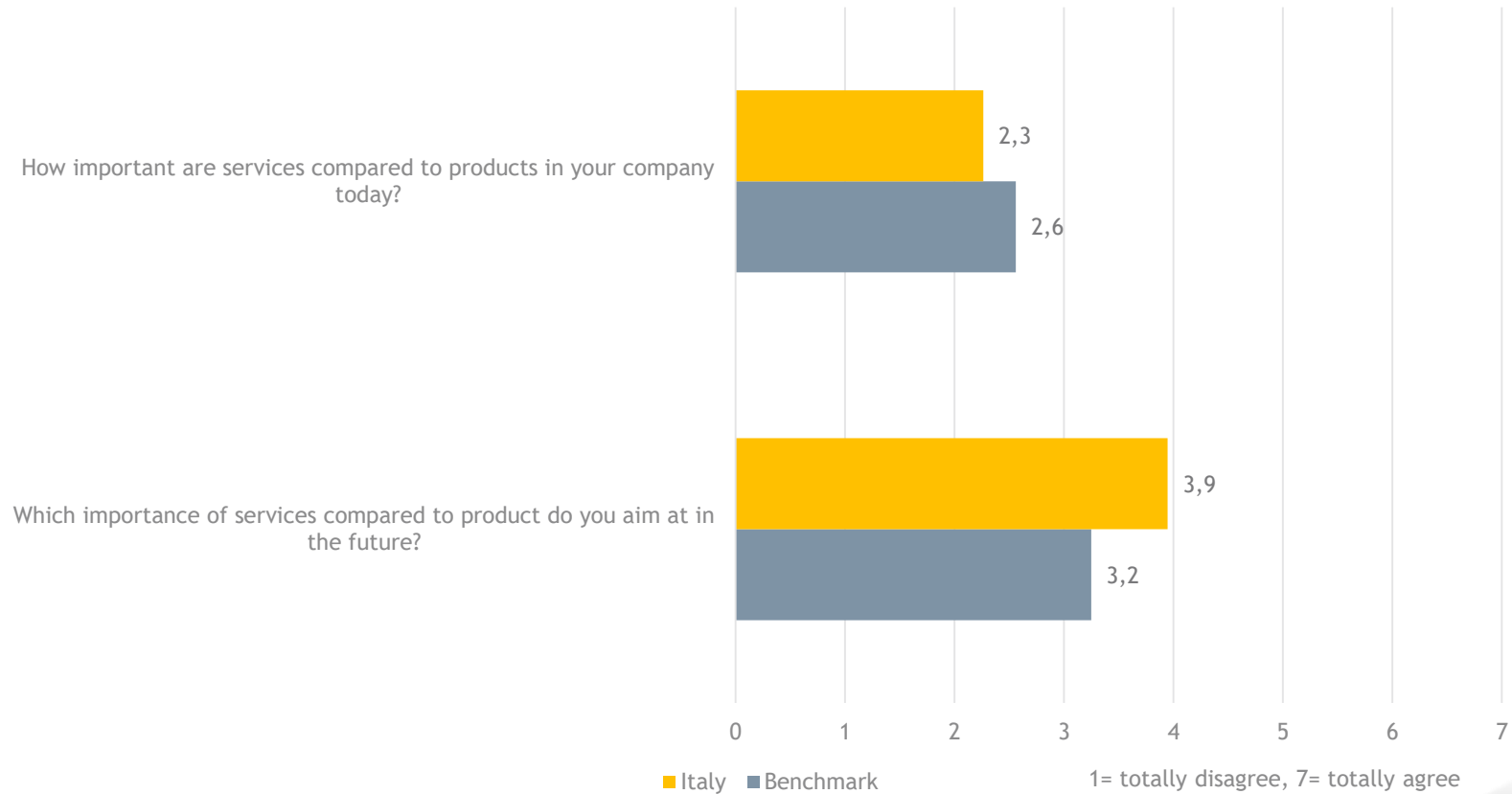
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SERVICE AS ENABLER



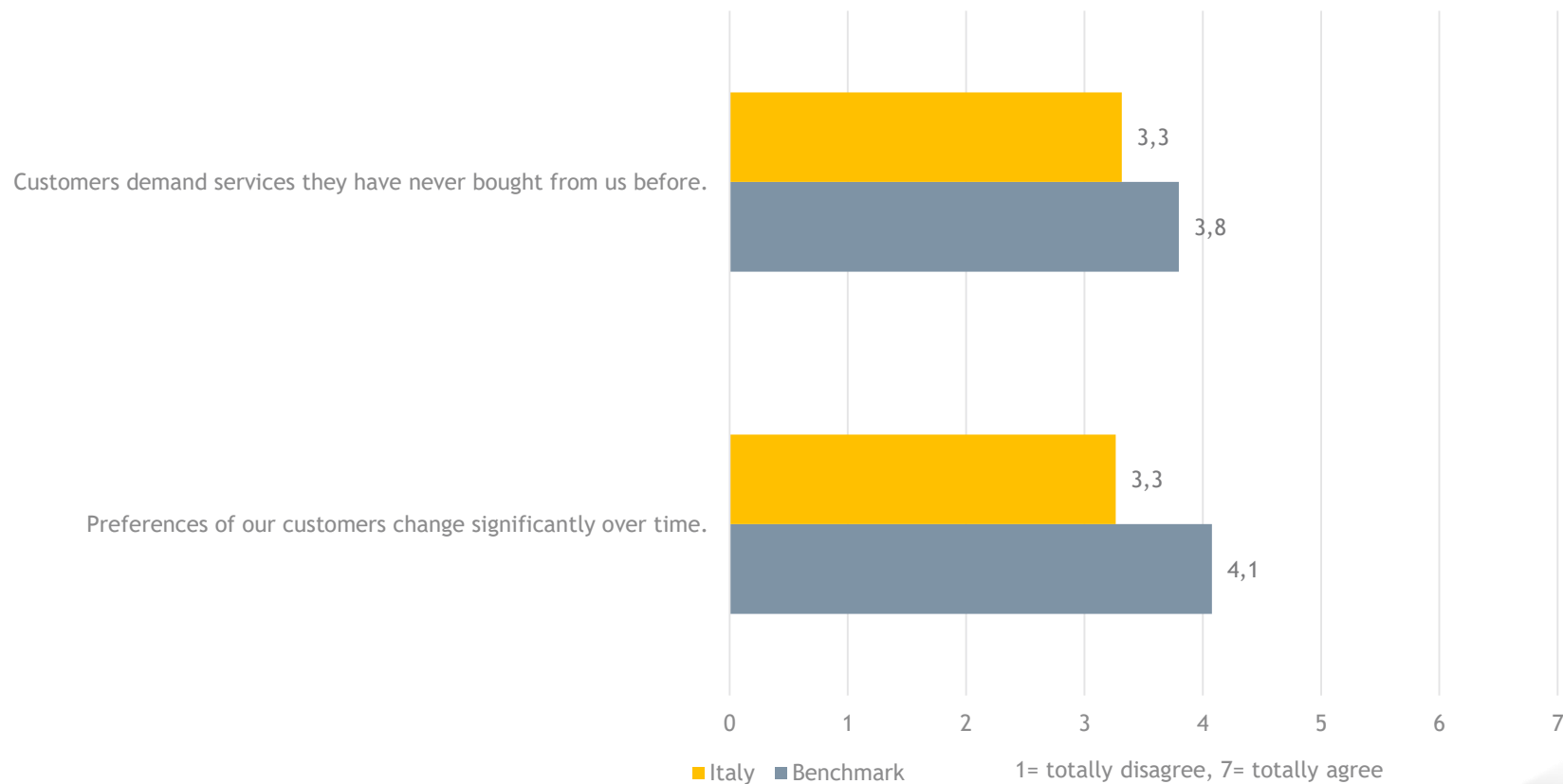
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IMPORTANCE OF SERVICES

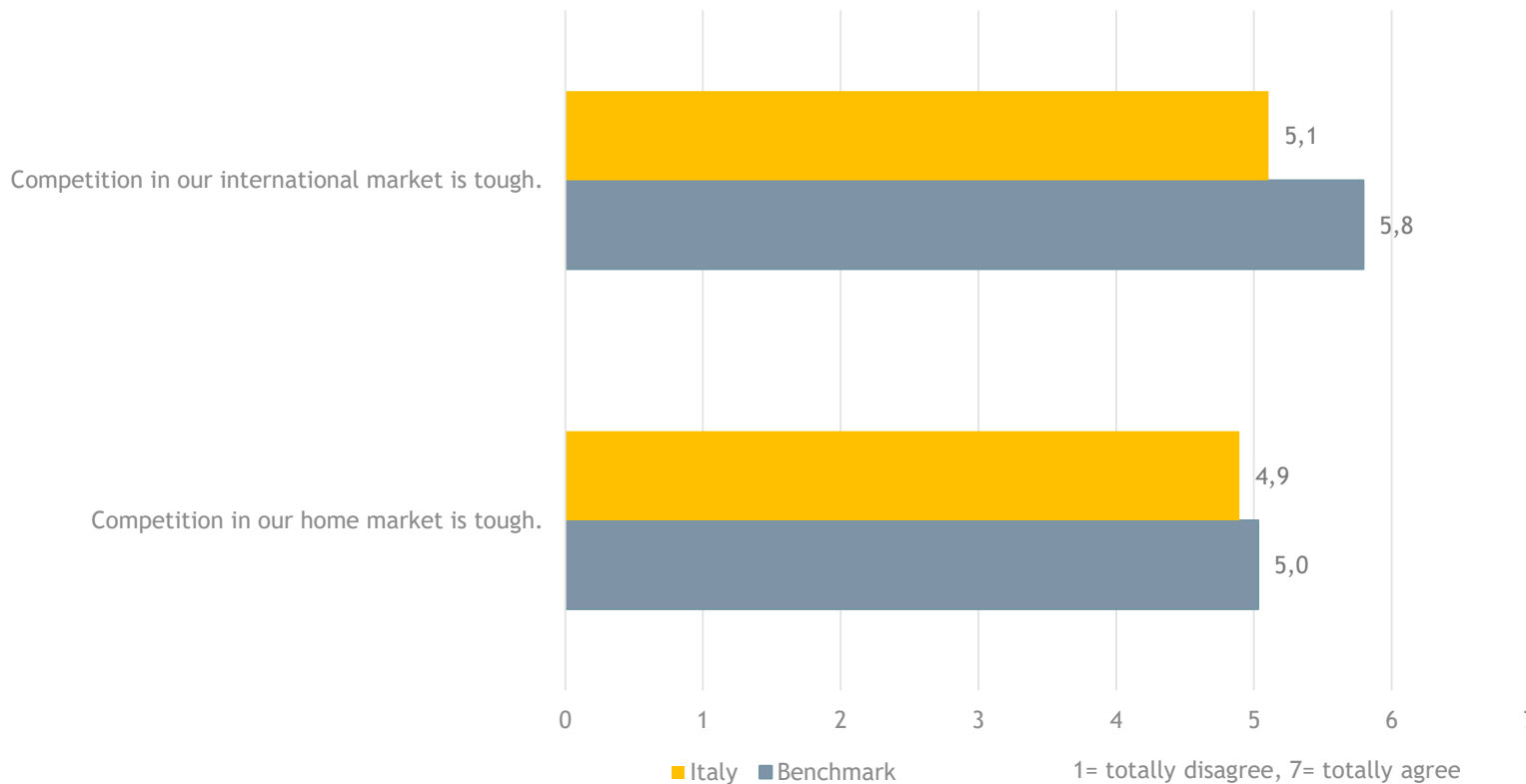


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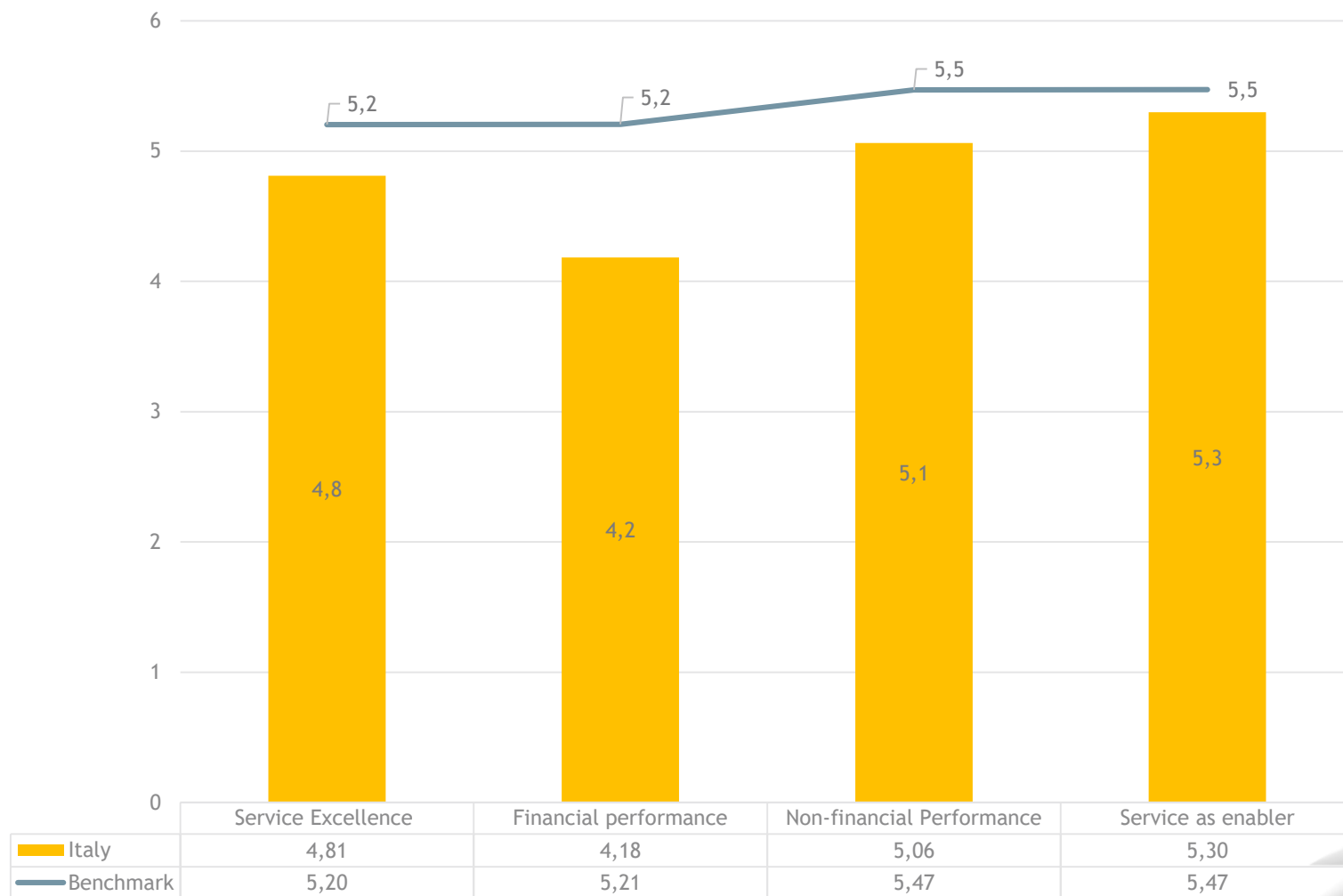
MARKET TURBULENCE



COMPETITION INTENSITY



PERFORMANCE INDICATORS: BENCHMARK



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