

- 19.03.2020
- D.T.1.2.1 Reports On Country Specific Analysis in Participating Countries - ITALY
- Conducted by Uni-P

### **REPORT: ISE-MONITOR**



### 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

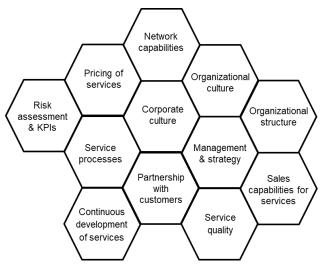


Figure: 12 Dimensions of Industrial Service Excellence



### **COUNTRY SPECIFIC REPORT**

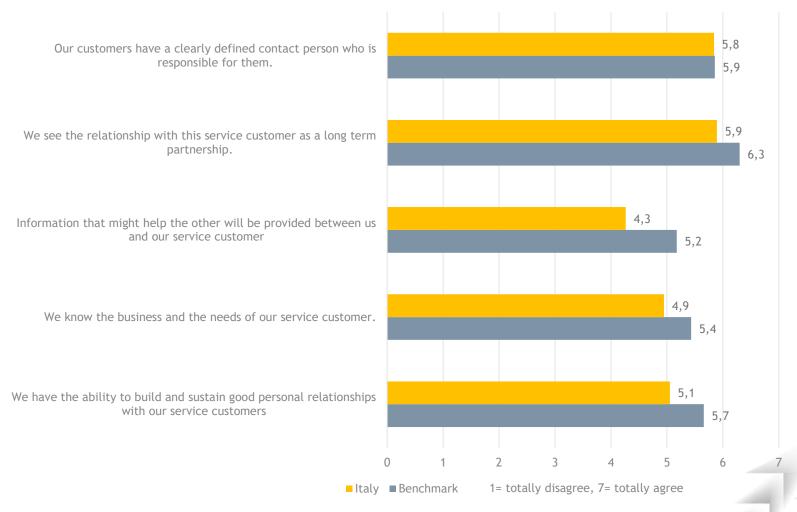
- This report summarizes country specific results from the monitor usage of Advanced Manufacturers in the specific country
- The self-assessment regarding 12 Dimensions and performance indicators from the companies is compared to a Benchmark
- The Benchmark consists of 379 companies from Austria, Germany,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



## PARTNERSHIP WITH CUSTOMERS









### **NETWORK CAPABILITIES**





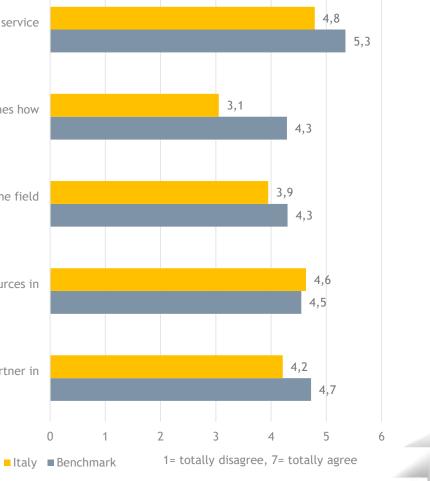
We have the ability to build good personal relationships with service partners.

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.

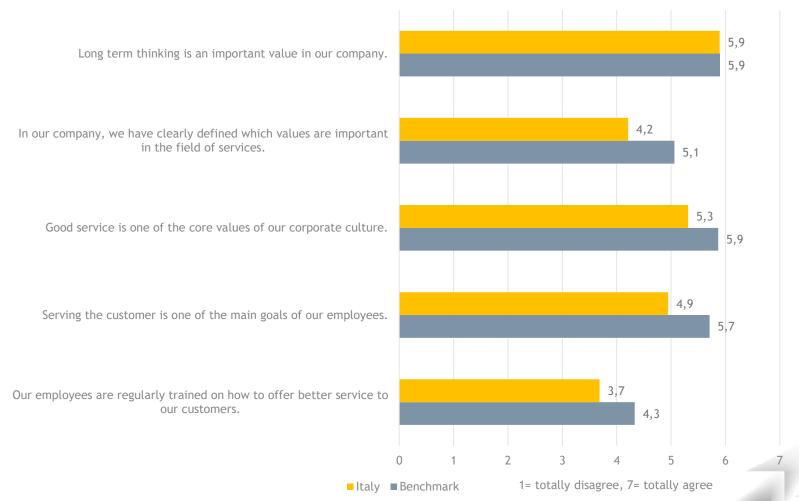




# **CORPORATE CULTURE**









### ORGANIZATIONAL STRUCTURE









### PRICING OF SERVICES





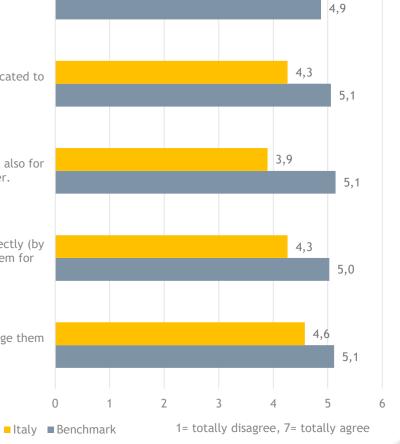
The pricing of our services helps us to achieve our aims in the service business.

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





Our salespeople are aware of cultural differences in the field of services and can act accordingly.

Our salespeople use arguments that highlight the financial value of services for the customers (cf increasing costs, increase in production, ...).

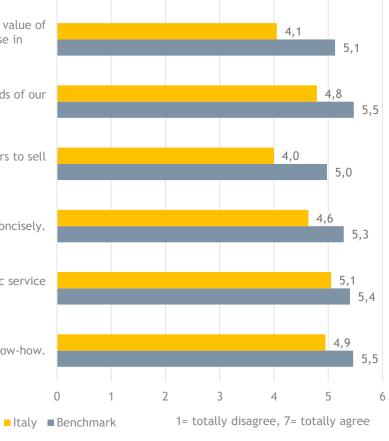
Our salespeople listen attentively to understand the real needs of our service customers.

Our service employees use their contact with the customers to sell additional products and services.

Our salespeople present our services clearly and concisely.

Our salespeople are flexible enough to respond to specific service needs.

Our salespeople have extensive technical know-how.



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### MANAGEMENT AND STRATEGY





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.





# RISK ASSESSMENT & KEY PERFORMANCE INDICATORS FOR SERVICE





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

We analyze operational risks in the service business (cf feasibility, internal resistance, complexity, ...).

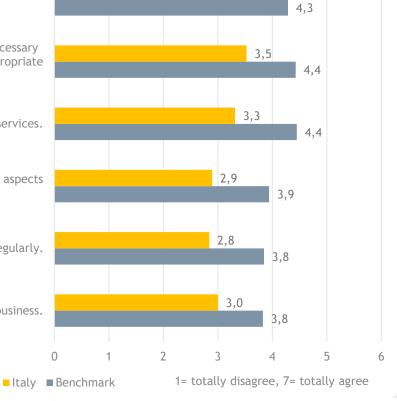
We analyze commercial risks in the service business (cf necessary investments, unclear or changing customer demands, inappropriate contracts...).

We measure the profitability of specific services.

These KPIs are used as a basis for decisions, although other aspects (cf corporate values) are considered as well.

These KPIs are analyzed regularly.

We have key performance indicators for the service business.



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# **SERVICE PROCESSES**





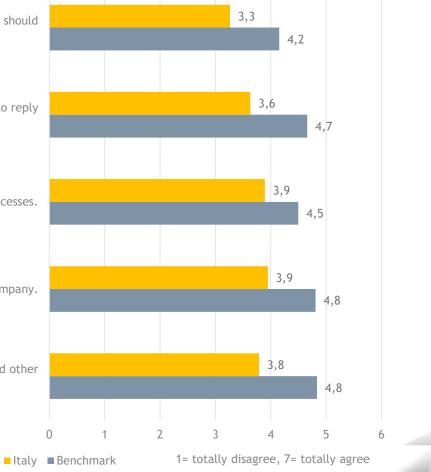
We have clearly defined instructions concerning how services should be executed (cf scripts, manuals).

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.

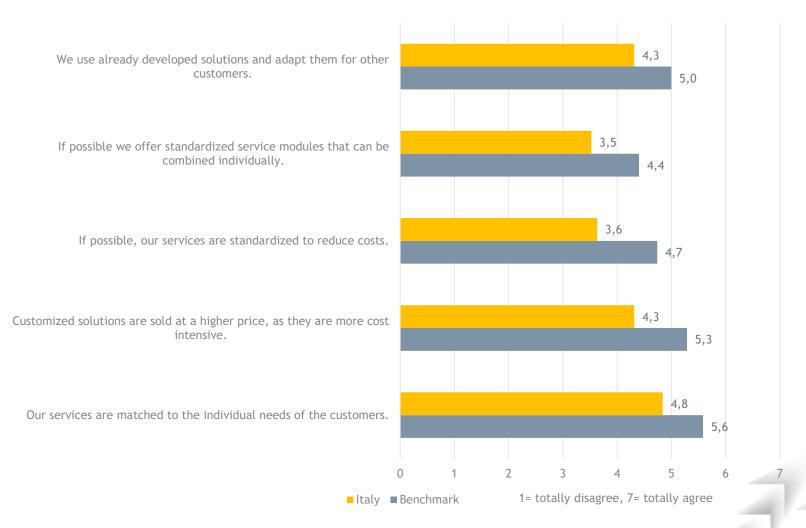




# INDIVIDUALISATION AND STANDARDISATION





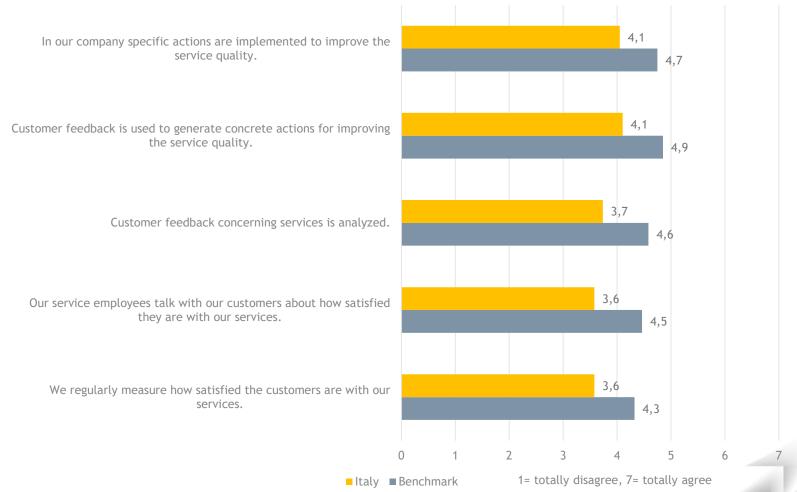




# **ASSESSMENT OF SERVICE QUALITY**





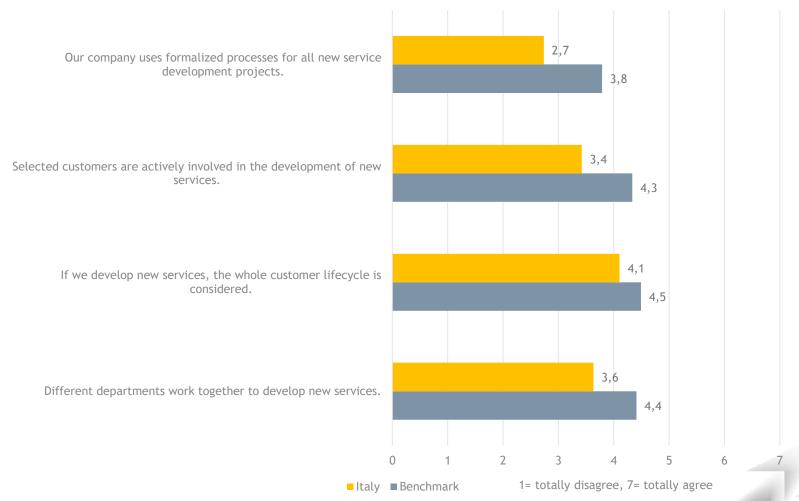




## SERVICE INNOVATION









## 12 DIMENSIONS - BENCHMARK



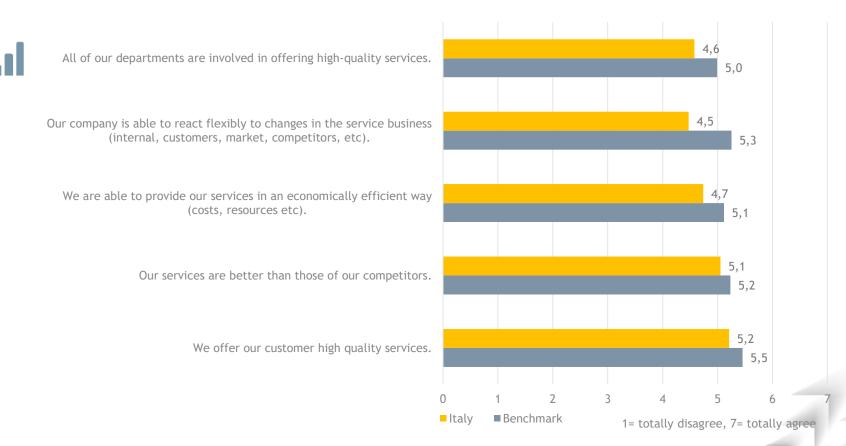
6 5,7 5,2 5 5,0 5,0 4,6 - 4,8 3 5,2 4,8 4.4 4.1 4.1 4.0 2 3,8 3,8 3,5 3,3 0 Risk assessment Individualisation and kev Sales capabilities Management and Partnership with Network Corporate Organizational Pricing of Assessment of Service performance Service processes customers capabilities culture Structure services for services strategy innovation service quality standardisation indicators for services 5,20 4,13 4,81 3,82 4,19 4,42 4,01 3,27 3,71 4,13 3,81 3,47 Italy 5,23 5,00 5,69 4,64 5,37 4,83 5.04 5,01 4,10 4,59 4,59 4,26 Benchmark 1= totally disagree, 7= totally agree



### SERVICE EXCELLENCE



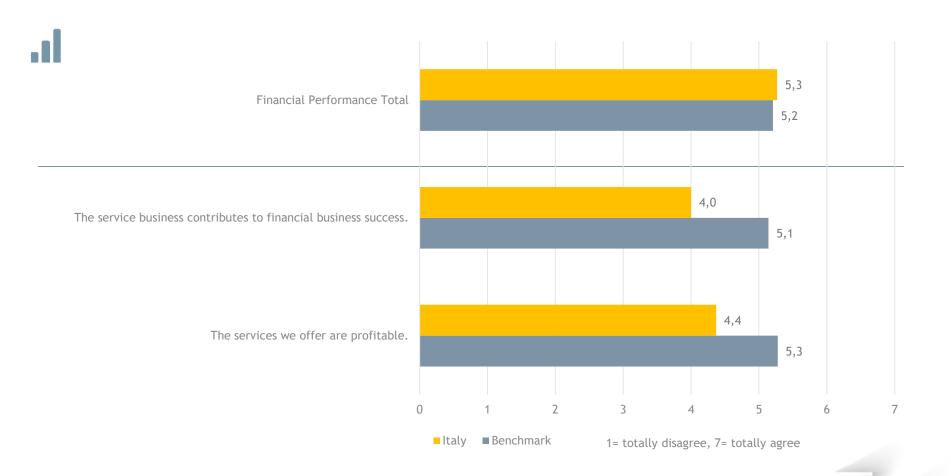
<u>Service Excellence</u> means that services are offered to the customer in high quality, that the customer is more than satisfied with the solution and that the service is competitive, that is better than those of the competitors. Further, processes and structures within the company support efficient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





# FINANCIAL PERFORMANCE







## NON-FINANCIAL PERFORMANCE







# **SERVICE AS ENABLER**



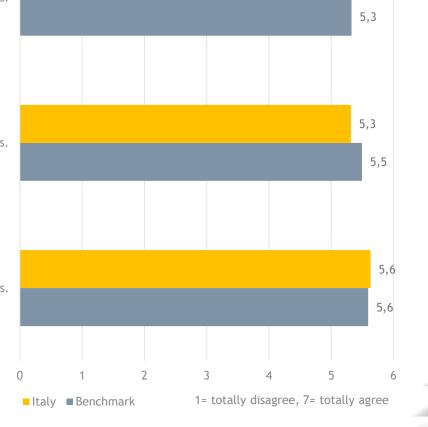
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Services enable us to be successful in the product business.

Services help us to retain our product customers.

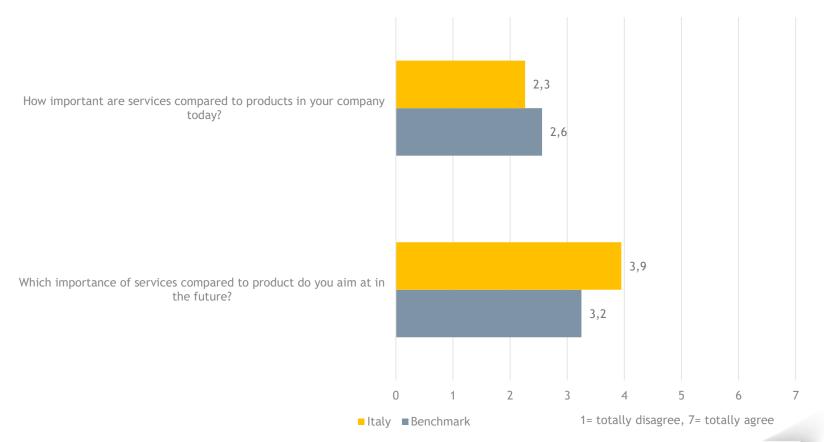




# **IMPORTANCE OF SERVICES**









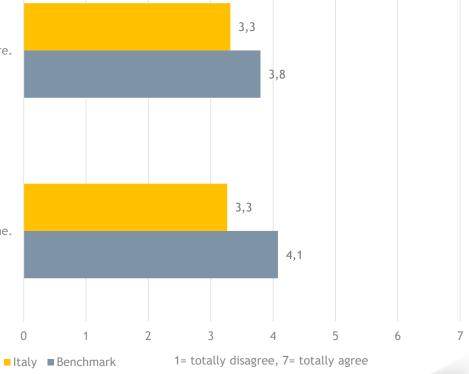
# MARKET TURBULENCE





Customers demand services they have never bought from us before.

Preferences of our customers change significantly over time.

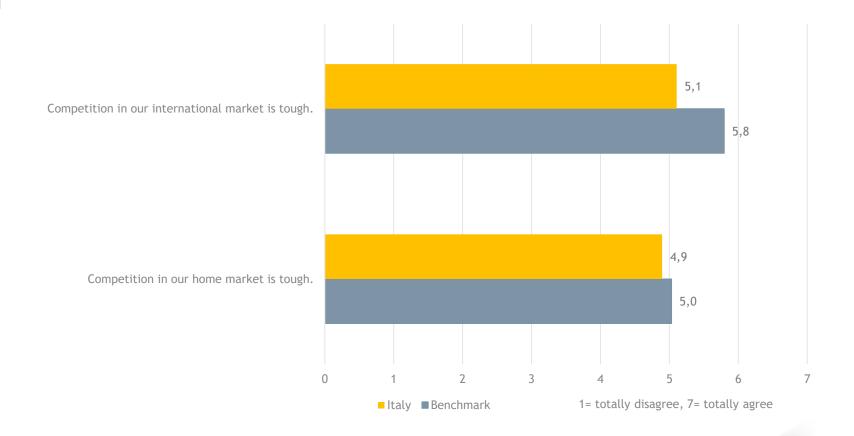




# **COMPETITION INTENSITY**









### PERFORMANCE INDICATORS: BENCHMARK





