



INTRODUCING SERVICE INNOVATION INTO PRODUCT-BASED COMPANIES IN CENTRAL EUROPE

Selected works of The Things+ servitization pilot projects

Interreg 
CENTRAL EUROPE European Union
European Regional
Development Fund

THINGS+

Foreword

Despite vast investments and development of innovation technologies, many industries in Central Europe still focus on product manufacturing. Low cost competition from non-EU countries, together with gradual commoditisation further challenge their competitiveness. Thus, it is essential especially for SME companies to adapt their skills and successfully overcome rapid changes, following innovation and technological progress. Servitisation of products through adequate human capital investment could be one of the solutions for a greater prosperity on an ever-changing market.

THINGS+ project helps product-based manufacturing companies to upgrade their product portfolios with additional services that will deliver additional values to customers. Companies will thus be able to improve their market position. 10 partners participate in the project and they have jointly developed a methodology for the introduction of service innovations and for the improvement of entrepreneurs' skills in their regions. Project actions focus on testing this methodology and transforming small- and medium-sized companies (SMEs) from a traditional business to regional innovation motor without excessive investments. The project additionally trains so-called "Service Innovation Consultants" according to a train-the-trainers concept and plans to leverage more than 6m € based on successful development of new services and their increased competitiveness on the market.

The current e-catalogue includes an anthology of business cases describing the servitisation projects of 100 small and medium sized Central European companies.

List of companies





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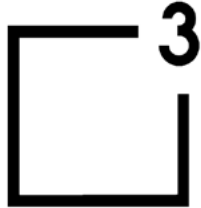
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BAUVORSPRUNG GmbH & CO KG

www.bauvorsprung.at

-  COUNTRY/REGION
Austria
-  INDUSTRY
Building industry
-  SIZE
Micro enterprise
-  YEAR OF ESTABLISHMENT
2014

The company



Company operates in private residential construction, commercial construction as well as construction within gastronomy and hotel industry, through their architectural expertise and construction project management supervision. Their main clients are coming from hotel and hospitality industry in Austria. Due to traditional industry, small number of new clients and local dependency, company wanted to gain new service innovation, which could be implemented in their business model and bring positive effects to the company's future results.

The servitization pilot project

The company designed an innovative service model that supports the customer in their unique, individual design of their construction plan. This total new service innovation, which answers to modern needs of general individual clients, brings digitalization to present companies' business model. This will be fast implemented in the companies' processes, with a big wish to bring good market results with new clients and reaching new markets, especially those where they were not present till now. Since the service is digital and this way open globally in online world, new customers are expected not only from Austria but also from broader European territory and global areas.



"Thanks for the great day! We learned a lot and developed our idea for an innovative service."

Wolfgang Lackner
CEO



BLOND & BRAUN GmbH

blond-braun.at

COUNTRY/REGION
Austria

INDUSTRY
Cosmetics

SIZE
Micro enterprise

YEAR OF ESTABLISHMENT
1982

The company



A specialized computer machine was developed in 1987, which simplified the processing and refinement of hair. All of their processes are carried out by a computer, thereby ensuring consistent high quality hair. Different types of human hair as well as animal hair are processed. Product list include different types of human hair (from Europe and Asia) as well as animal hair (buffalo, angora or horse hair) for purchase. Company also offer the entire palette of real human products such as single strands, hair pieces, braids, wigs, toupets, etc. Additionally, they offer make-up artistry (brushes, sponges, make ups, artificial blood, silicon). They are serving B2B, art performance organizations, hair dressers, cosmetology schools, makeup artists and television professionals. They are selling to private customers throughout Europe, America, Asia, Australia and Africa. The company was not dealing with service innovation and was interested to start.

The servitization pilot project

Company developed a digital and innovative possibility for customers to try on every wig from home. In addition, they want to make it possible for customers to be able to make individual requests and modifications. This was new digital solution with service innovation for present customers as also with high focus on new digitization trends. Especially target with this service innovation is reaching new customers, new market segments and buyers on global scale which were not reachable by present sales channels and service included. Consequently it has big influence on digitization of current business model, to adapt to new service and discoveries of new customer segments globally through online.



"The workshop opened new perspectives for us. We were able to develop different ideas within a creative environment."

Sasa Stevic
CEO



MEIBERGER HOLZBAU GmbH

www.holzbau-meiberger.at



COUNTRY/REGION
Austria



INDUSTRY
Wooden constructions



SIZE
Small enterprise



YEAR OF ESTABLISHMENT
1959

”

“It was interesting and important to break out of everyday business and deal with new topics.”

Walter Meiberger
CEO

The company



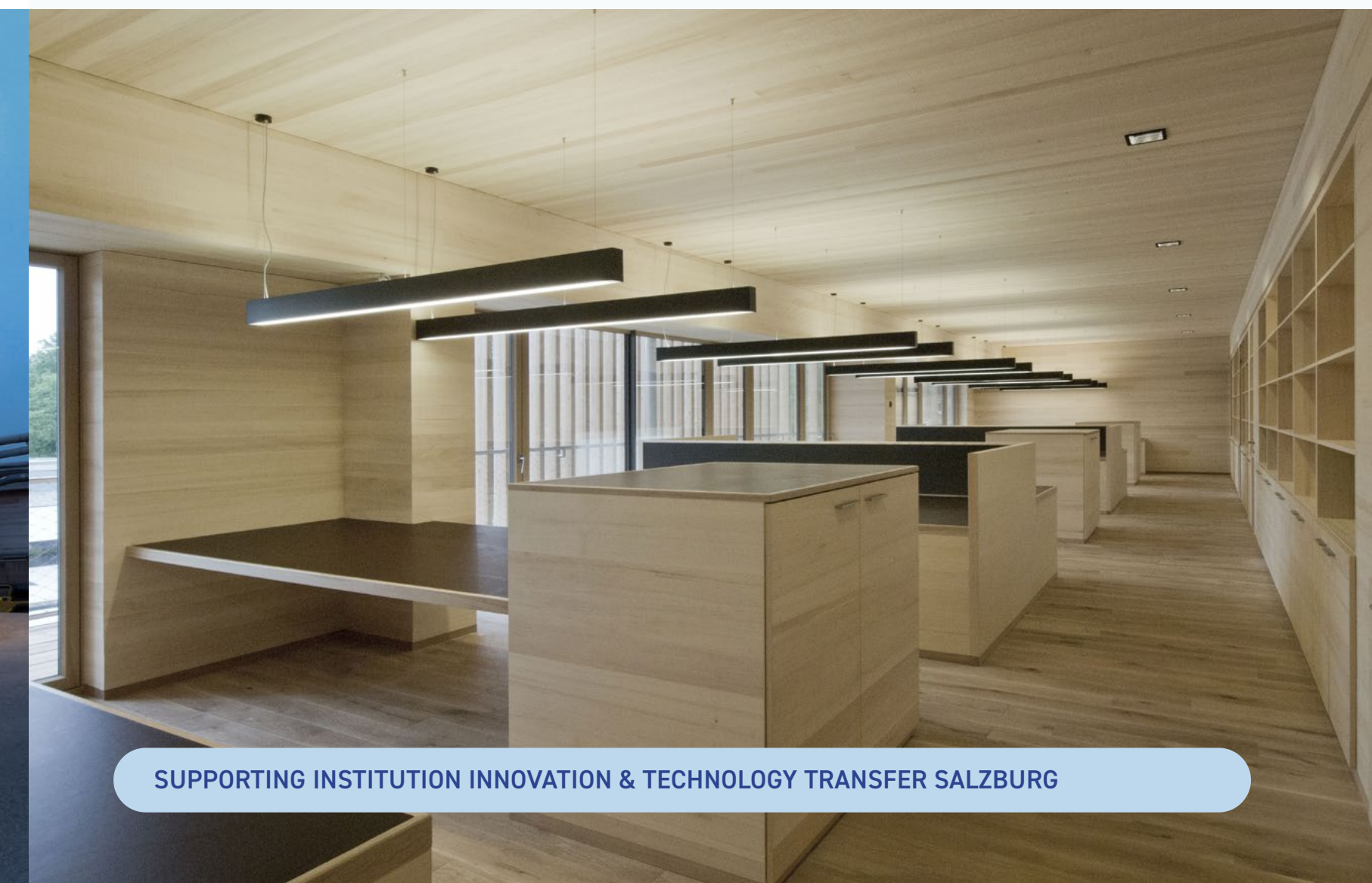
Meiberger Holzbau realizes high quality wooden buildings with individual architecture from energy self-sufficient production. The product portfolio includes single-family houses, multi-storey residential buildings to projects in industrial and public areas. Action radius is whole Europe, from base in Austria they also manage projects in Germany, the Czech Republic, Romania, Bulgaria, Italy, Switzerland and Luxembourg. In Luxembourg, they have set up a distribution partner, so as to have an even closer relationship with their clients. With this partnership they extend operating range globally. Wish was to introduce a “caring culture” service innovation, which would supplement various present products.

The servitization pilot project

There is a wish to offer a combination of different (housebuilding) products and services that enable the customer to put a construction project entirely in the hands of the company. The customer doesn't have to worry about anything. Even after completion and sale, the company will continue supporting the customer. (full care package)

With this combination of offer and service, the company is breaking new ground so it is necessary to dedicate resources to the creation of partnerships, elaboration of contents and organization in terms of times and places.

This new service innovation will be implemented as soon as possible and will generate new partnerships, new clients and will also enhance internal skills. Commercialization of new service will be in the beginning focused on European countries.



SUPPORTING INSTITUTION INNOVATION & TECHNOLOGY TRANSFER SALZBURG

RWT HORNEGGER & THOR GmbH

r-w-t.com

COUNTRY/REGION
Austria

INDUSTRY
Motor components, engineering and prototyping

SIZE
Small enterprise

YEAR OF ESTABLISHMENT
1999



"We are grateful for the constructive workshop. We took a few steps further."

Reinhard Thot
CEO

The company



RWT is expert for motor components, engineering and prototyping. The company is specialized in toolmaking, mold construction, prototype construction and assembly production. Additionally they produce engine components and precision parts on a contract basis. They are supporting main European motor vehicle manufacturer. Before the project there was not present service innovation in the company. And due to this, RWT wanted to combine a new product with an innovative service.

The servitization pilot project

The project idea combined a new product with an innovative service, when customer is connected to the manufacturer, who monitors and improves the functionality of the product. This new combination of offer and service is breaking old companies' pattern and way of operation, so it was necessary to dedicate resources to the creation of partnerships, elaboration of contents and organization in terms of times and places. As an additional result is also technical innovation by the new main product linked to service, which will take extra effort for management of information.

Altogether, there are new partnerships expected, acquisition of new clients and enhancement of internal skills. And with this, new markets will be address, because new solution is globally implacable.



STELZHAMMER GmbH

stelzhammer.eu

COUNTRY/REGION
Austria

INDUSTRY
Animal care products

SIZE
Micro enterprise

YEAR OF ESTABLISHMENT
2006



"Thank you very much for the fantastic workshop, which has constituted a quantum leap for some of our considerations. We have learned a lot and also enjoyed the personal, casual exchange."

Wolfgang Stelzhammer
CEO

The company



The company has a benefit of being a family owned and managed company. They manufacture care products for horses and dogs which are higher priced and individualized to different client needs. With covering niche market, they are having clients all over the world and have insight into the horse & dog market. Both markets are high value and can bring high income with big added value to the company. However, competition is there and trust is one of main factors in business model, to be sold, represented to customers. Company has not yet provide service innovation and wants to strengthen customers loyalty.

The servitization pilot project

The company plans to introduce a digital business model in connection with an innovative service. Customer loyalty should be strengthened. It will be a service through which will be offered full and individual care for the customers. The solution will be implemented and tested as soon as possible, because through this solution, company will be able to reach new customers, upgrade sales at present one and penetrate new online markets, which were till now less reachable due to competition.

As told, old customers will be encouraged to stay and spend bigger amount of their budget on company's solutions. New customers will be won through service innovation of customer support, which will add trust and competitive edge on the global online market and more distance markets, where the reputation of the company is not automatically expected.



ALARM AUTOMATIKA Ltd.

www.alarmautomatika.com



COUNTRY/REGION
Rijeka, Croatia



INDUSTRY
Electronic security and
technical protection



SIZE
Medium-sized enterprise



YEAR OF ESTABLISHMENT
1992

”

“These tools allowed us to elaborate all elements of our offer through a simple but structured process, and with minimal use of resources. The final result of the process will be a service that is more adapted to the customer needs, more attractive and more profitable in the long term.”

Boris Popović
CEO

The company



Alarm Automatika is a provider of complete, innovative and integrated solutions in the domain of electronic security and technical protection. The company became the largest provider of technical protection devices in Croatia, and subsequently in the countries of the region, with a highly-developed network of customers and partners. Their core business for the past ten years has been maintaining security of more complex buildings using several electronic security systems. The company offers complete solutions - from project to realization, maintenance and software integration. Since 2006, they have established branch offices in Belgrade, Sarajevo, Banja Luka, Podgorica, Ljubljana and Skopje. They are doing business in dozen more regional countries through collaboration with their partners and distributors.

The vision of Alarm Automatika is to play a leading role in the Central and Eastern Europe electronic security industry by constantly adopting new knowledge and technologies, and by predicting consumer demands through close co-operation with clients and partners. Their primary goal is to protect lives and property, while improving quality of living and doing business.

AJAX

Smart Wireless Security System



The servitization pilot project

Alarm Automatika is nurturing innovation in their business. The company already developed a wide range of services in the past, that allowed them to offer complete solutions in terms of individual customer needs. They even participated in a servitization program similar to the one they experienced in scope of the THINGS+ project, and had tangible results.

Their involvement in the THINGS+ servitization pilot action resulted in a design of a new service for their private customers, which is based on a self-installation home security system and smart automation. The solution is easy to install while enabling remote monitoring and control via the mobile phones. This service, named IDEA express, is designed based on the customer centricity principles and innovative in terms of the distribution channel, simplicity and flexibility it provides for the end users, while at the same time being a high-quality solution. The integration of the service into their existing portfolio will require significant organizational changes, but Alarm Automatika expects successful commercialization during 2020, especially in some foreign European markets.

SUPPORTING INSTITUTION SCIENCE & TECHNOLOGY PARK OF THE UNIVERSITY OF RIJEKA

BEYOND SEEN SCREEN Ltd.

www.beyondseenscreen.com



COUNTRY/REGION
Croatia



INDUSTRY
Information and media technologies



SIZE
Micro enterprise



YEAR OF ESTABLISHMENT
2017



“We found the servitization support program really helpful in defining our value proposition and designing the best way to deliver it to our customers. We believe that services based on our technology are the key to prosperous and long-term relations with our customers and partners that are going to help us change the way people experience video content.”

Mario Drevenšek
CEO

The company



Beyond Seen Screen is a Croatian IT company from Zagreb founded by Mario Drevenšek, Krešimir Puljić and Miroslav Zarić. All three worked in the broadcasting industry and together they founded a company for producing software based on video recognition technology. Mario, who has multiple connections in the business world, took over as CEO, Krešimir is in charge of technology, and Miroslav is the chief operating officer.

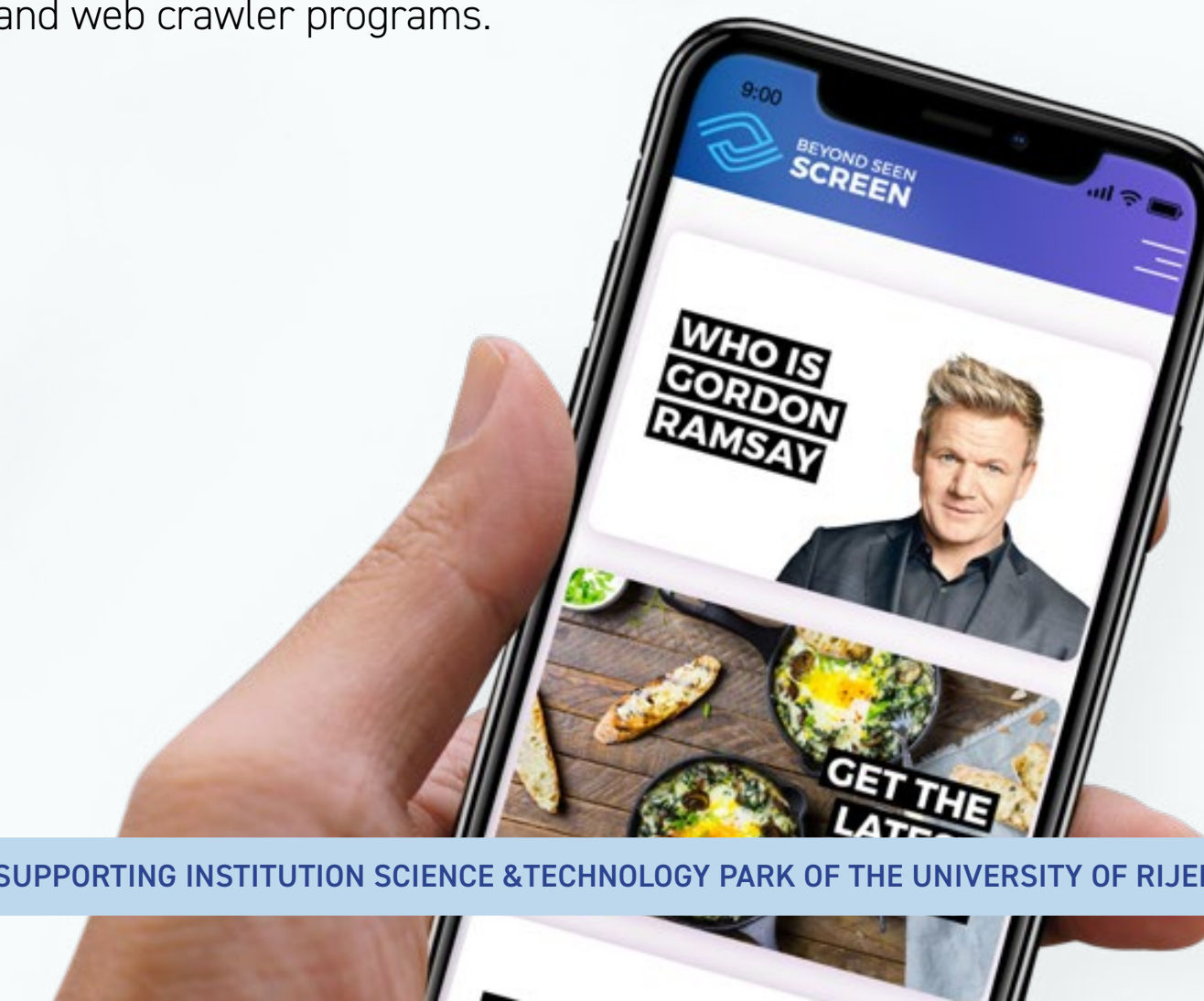
They created a platform and an application that enable access to additional information and actions related to the video content that is being watched. The ExRey app on the mobile device is used to scan the video, and the ExRey platform processes the video and provides the information and other possibilities end users are looking for. Based on its products, the company designs services for their different target customer segments. Their potential clients are video production companies, TV networks, marketing agencies, and other organizations that aim at additional monetization of the content they create. The company believes that services based on their technology will transform the way end users experience video content.



The servitization pilot project

More and more people are watching television while at the same time trying to get the information about what they are watching via their smartphones or tablets. That's why Beyond Seen Screen is eager to create video content interactive. Television and production houses are also looking for the technology that will allow viewers to get more from the content they are watching. For this to happen, the content itself needs to be transformed. This is where Beyond Seen Screen offers their services for the content creators.

The company used the tools proposed by the THINGS+ Service Innovation Methodology in order to design a coherent service for their customers that would allow widespread acceptance of their innovative technology. Through each phase of the methodology they elaborated different elements of their offer and how it should be delivered. This resulted in a concept of a B2B service with a specific approach to video producers that want to create new channels of promotion and sales through interactivity of promotional video content. The service covers all steps of transformation and management of the video content, which is also supported by an artificial intelligence software and web crawler programs.



SUPPORTING INSTITUTION SCIENCE & TECHNOLOGY PARK OF THE UNIVERSITY OF RIJEKA

DOMINO DIZAJN Ltd.

domino-dizajn.hr



COUNTRY/REGION
Croatia



INDUSTRY
Web design and digital marketing



SIZE
Micro enterprise



YEAR OF ESTABLISHMENT
2007



“Digitalization initiative like ours demands user experience entirely adapted to our customer.

The tools we used during the program allowed us to keep the focus on customer needs throughout the entire service design process, so that we can accordingly shape the functionalities of our platform.”

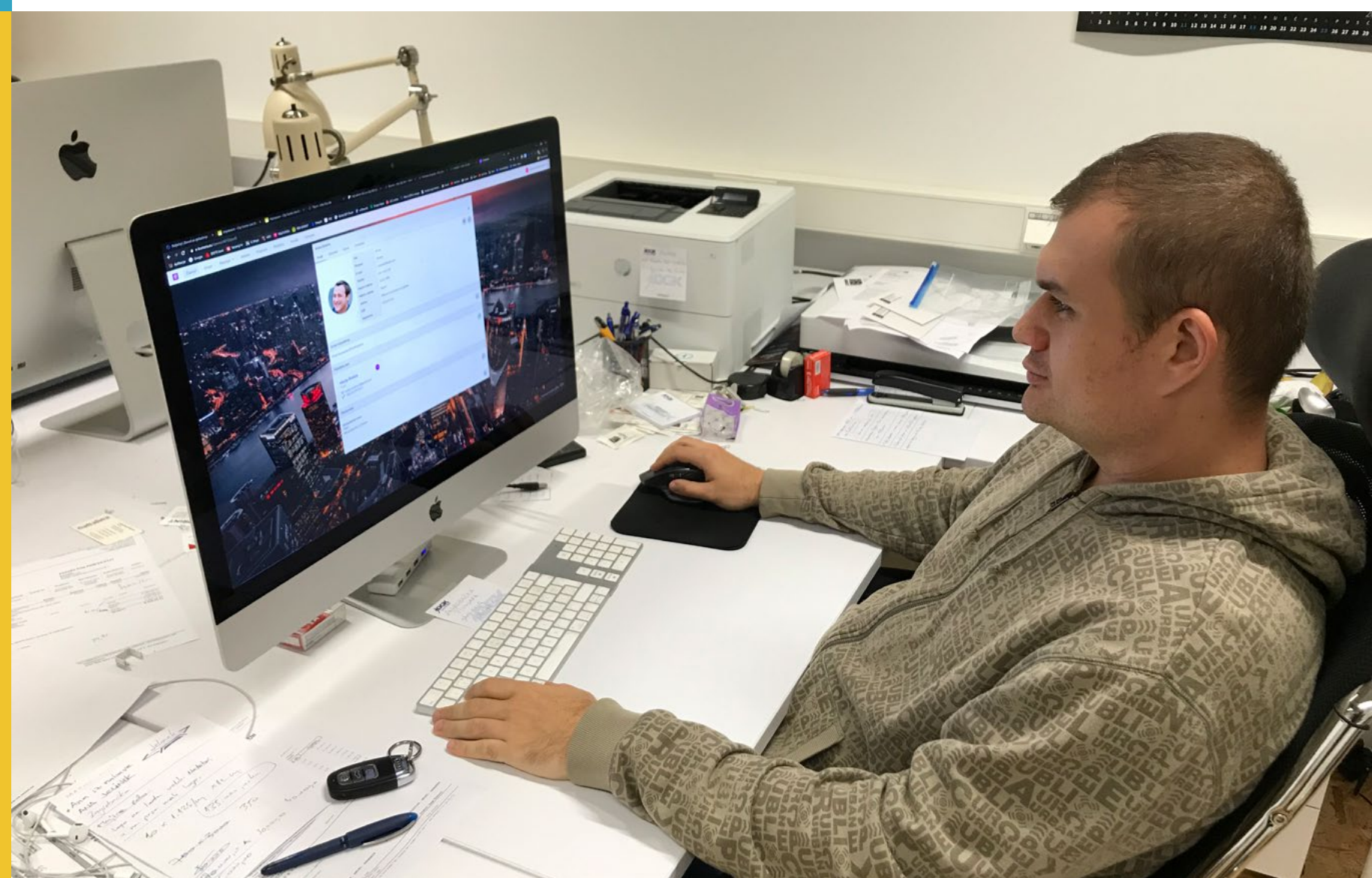
Hrvoje Vražić
CEO

The company



Domino Dizajn is a graphic design, web design and software development company based in Zagreb, Croatia. The company's core activities are providing different solutions related to web design, digital marketing and branding. Besides these creative and digital design services, they are also developing platforms and applications for certain organization management activities.

Domino Dizajn supports digitalization of management activities in large organizations by comprehensive project realization including process analysis, custom design, integration of application and follow-up support. They are developing management solutions for organizations with a large number of members, like different associations and sports clubs, and they hope that additional services built around such platforms will allow them to scale up their current business. Their goal is to enable customers to make the most of all available digital technologies which could improve their processes and activities while lowering their management costs and time consumption.



The servitization pilot project

Modern times require modern and fast solutions with an emphasis on quality. Example of such solutions are applications offered by Domino Design that support management of great number of members in large organizations, such as different associations. These applications and services enable optimization of the activities of such organizations, reduce their costs and even provide additional revenues.

Domino Dizajn entered the servitization process with their newly developed platform for organization and database management in medium and large associations. During the THINGS+ pilot action workshops, they designed a concept of a service for sports clubs – E-klub, that allows digitalization of administration, more efficient membership management and organization of activities through their platform. The concept includes additional promotional services and sponsorship visibility on the platform that could create additional revenue streams both for the platform provider and the sports club. The company started with the commercialization activities and eventually plans to expand the offer to different customer segments with similar organizational structure.

M.G.S. GRUPA Ltd.

mgs-grupa.com

COUNTRY/REGION
Croatia

INDUSTRY
Firefighting equipment

SIZE
Small enterprise

YEAR OF ESTABLISHMENT
2012



“The workshops allowed us to precisely identify our potential customers and carefully design a service that will increase safety of the people enjoying our sea, just like the safety of their valuable property.”

Edo Seifried
CEO

The company



M.G.S. Grupa Ltd is a Croatian manufacturer of firefighting and utility vehicles and equipment located in Kraljevica, near Rijeka. The company is engaged in the development, production, sale and servicing of fire trucks and equipment, as well as special utility vehicles for maintenance of sewer and stormwater systems. They are continuously developing solutions in the field of fire safety and delivering products according to the EU standards. Even though they already have a portfolio of services, mostly related to repairs and maintenance, they are constantly looking for new models of capturing value based on their products. Their focus is primarily on the national market, but they also had projects abroad, throughout the region.

Being located at the Croatian coast naturally got them involved with safety at sea. It started with providing basic firefighting equipment for vessels but led to larger projects of installation of firefighting systems. They also started with developing their own solutions related to fire safety in nautical sector and harbours, and even received support for development of certain innovations.

The servitization pilot project

Croatian coast has a high density of marine traffic in the summer and a great number of marinas and dry docks for the leisure crafts. Having low standards of fire protection in nautical sector could lead to huge material damage in case of an accident, and of course it is a treat to human lives. Fire safety is often ignored when it comes to small vessels, but people are starting to change their attitude towards the issue, and here M.G.S. Grupa saw its opportunity.

The company actively participated in the THINGS+ pilot action in order to design a service that will support their expansion to a new market – the nautical and yachting sector. The company established a yacht storage named “Boat Hotel” and designed a service for installation and maintenance of firefighting equipment and systems for boats and leisure crafts, that is going to be offered to users of winter storage and dry docks. During the workshops, they assessed the elements of servitization initiative and created a strategy for successful commercialization of the new service, which is expected to be achieved in 2020.



SUPPORTING INSTITUTION SCIENCE & TECHNOLOGY PARK OF THE UNIVERSITY OF RIJEKA

QUALIA POSLOVNA RJEŠENJA d.o.o.

qualiadatasciences.com



COUNTRY/REGION
Croatia



INDUSTRY
Business intelligence software



SIZE
Micro enterprise



YEAR OF ESTABLISHMENT
2010

”

“This kind of business support program helped us understand the entire journey customer undertakes in order to implement our solution. This allowed us to improve the user experience, simplify certain steps and unlock features that really matter to our customers.”

Ivana Gregorić
SALES AND MARKETING MANAGER

The company



Qualia is a Croatian company that develops business intelligence software. The company has its standard products, like BusinessQ and Analytics, but also develops customized solutions for company data analysis, prediction of trends or collecting information about a potential business problems and opportunities.

Their products provide insights that the companies need to make better business decisions. They enable monitoring the sales, overseeing the inventory, measuring business success, or tracking Key Performance Indicators (KPIs). Qualia's products are made with small and midsize businesses in mind; their focus is on user-friendliness, interactivity, fast results and implementation, which makes their products efficient and low-cost solutions. Qualia is already present in different European markets and the USA, where it provides its solutions in partnership with the POS manufacturer Clover.



The servitization pilot project

Qualia's mission is to give their clients the right information at the right time. They are achieving this by understanding the raw data, extracting the information and presenting it in the appropriate manner. And at the same time creating a pleasant customer experience. The company implemented the Service Innovation Methodology under the THINGS+ pilot action in order to enhance their business intelligence application and create additional functionalities and services. The workshops led them through the assessment of the customer experience with their products, and allowed them to focus on the most important opportunities for improvement.

The company managed to design a set of features that improve data visualization in terms of a clean, readable graphs and comprehensive dashboards based on client's data. Different clients could now choose the type of output data visualization and level of details, as well as automated assessment of the business activities, without manual pivoting. The new service will help companies to see otherwise hidden patterns, to spot business problems in time and to identify useful opportunities in their raw data. Qualia expects that these new functionalities will bring them more satisfied customers and access to new markets.

SCORPIO Ltd.

www.scorpio.hr



COUNTRY/REGION
Croatia



INDUSTRY
Catering equipment and services



SIZE
Micro enterprise



YEAR OF ESTABLISHMENT
2007

”

“This servitization support initiative allowed us to perform a sort of an introspection of our business activities and gave us a new perspective on the ways we could deliver our products to the customers. We believe that the service could strengthen relationship with our present customers and also attract new ones.”

Kristina Tolj
MARKETING COORDINATOR

The company



Scorpio Ltd is a producer and retailer of catering equipment from Rijeka, Croatia. The company is providing the HoReCa (hotel/restaurant/café) business segment with tools, equipment and supplies for their everyday operations. Scorpio staff is also providing consultation services for different subjects in tourism and HoReCa sector. They are particularly specialized in equipping bars, pubs and hospitality venues with high-quality equipment and supplies.

Besides their own production, Scorpio is also a representative for some reputable brands of catering equipment. Some of company's existing services are related to education in HoReCa sector, like the ones for the professional bartenders and baristas, or the Latte Art. The company has been on the market for 13 years and became one of the region's leading businesses in their sector by developing long-term relationships with their clients. Increasing competition and seasonality of tourism in Croatia motivates them to explore different business models that include servitization elements in order to achieve stable revenues.

The servitization pilot project

Scorpio has great experience in the organization and management of bars and they are always reviewing their products and services in order to enhance them. They believe that the success of their customer is also a step forward for Scorpio. The company is open towards innovation and that is what brought them to the THINGS+ servitization program.

During the THINGS+ pilot action, the participants from Scorpio analysed their current practice with supplying their customers and identified obstacles in making long-term relations with them. As a result, they created a concept of a service based on a combination of renting their equipment and managing required supplies. Scorpio plans to develop a logistic service in scope of which they would monitor the state of the supplies of their clients and re-stock them accordingly. They plan to offer the service by the end of 2020 and expect that the customers will recognise its value, especially in a HoReCa market such as Croatian, determined by the seasonal oscillations of demand.

Vaš najbolji partner u ugostiteljstvu



SUPPORTING INSTITUTION SCIENCE & TECHNOLOGY PARK OF THE UNIVERSITY OF RIJEKA

NAGYGOMBOSI BORÁSZAT Kft.

nagygombos.com



COUNTRY/REGION
Hungary



INDUSTRY
Winery



SIZE
Small enterprise



YEAR OF ESTABLISHMENT
1999

”

“Now we can see clearly what we have to do and which fields are necessary to develop in order to launch the new service.”

Anna Takács-Barta
WINEMAKER

The company



Nagygyombosi Borászat Kft. is a rosé specialist winery in Hungary, Mátra wine region. The grape varieties growing at Nagygyombos offer exciting opportunities for rosés, which are produced by a female winemaker, Anna Takács-Barta.

The main clients of the company are restaurants, wholesalers, supermarket chains and individual consumers.

The company focuses on the continuous development: the expansion of the winery capacity and the renewal of the vineyards has started recently. Wine making requires a lot of invested money (e.g. production costs, storage costs) since incomes are realized several years or months later. Adding a service component to the product – such as wine tasting events - could result in a more stable and even distribution of incomes, furthermore it increases the customer experience.

The servitization pilot project

The history of the baroque palace which serves as a company headquarter dates back to 1694. The old building provides great opportunities for the new service, experience-based wine tasting events, where also cold buffet dishes will be served. History of estate is reached as in time as also in production, services and development of different services. Due to change of different owners in rich history, development was changed and not always organized in continue way. With present ownership, new direction and global vision was established and openness towards innovation and customer orientation. Through project were developed new views which contribute and ad to present business model.

To introduce this new service, the infrastructural background – the renovation of the building – should be implemented first, which has already started. The expected date for commercialize the new service is September 2021. The company intends to organize events in foreign languages as well. One new person will be employed who will deal with experience-based tasting events and related marketing.



SUPPORTING INSTITUTION BORA 94- COUNTY DEVELOPMENT AGENCY

PANNON KRAFT MAGYARORSZÁG Kft.

pannonkraft.hu



COUNTRY/REGION
Hungary



INDUSTRY
Food industry



SIZE
medium



YEAR OF ESTABLISHMENT
1999

”

“I am always open to learn something new. This pilot action and the trainings provided me a comprehensive picture for service development and helped to re-think the processes within the company.”

Alexandra Lukács
MANAGING DIRECTOR

The company



Pannon Kraft Magyarország Kft. produces confectionery such as chocolate bars and seasonal products for Christmas and Easter (“szaloncukor”, chocolate figures: e.g. eggs, rabbits, Santa Claus) which has a long tradition in Eastern Europe. Its main clients are wholesalers and commercial networks (supermarket chains). The company sells its products in Hungary, Romania, Slovakia and Ukraine.

In 2016, the company was acquired by a group of professional investors. The complete transformation efforts of the new owners have taken a new direction for the long-standing Hungarian chocolate factory. Several investments were made, and as a result of the site development, the production department was doubled and a significant part of the existing plant was renovated.

Servitization could help to decrease seasonality and to have a more even distribution of incomes since a significant part of their revenues comes from seasonal products.

The servitization pilot project

Pannon Kraft Magyarország Kft. will provide product development and packaging development services for private label products of supermarket chains.

The key factor of success is to establish direct relations with the supermarket chains which are currently missing. The company intends to launch the new service within a year. They would like to introduce this service in the neighbouring countries as well.

The main expected results of the new service: new clients (supermarket chains and new consumers due to the wider availability of products), new markets, increased turnover, improved capacity utilization.



SUPPORTING INSTITUTION BORA 94- COUNTY DEVELOPMENT AGENCY

MICRO-KERFÉM Kft.



COUNTRY/REGION
Hungary



INDUSTRY
Manufacture of metal structures



SIZE
Micro enterprise



YEAR OF ESTABLISHMENT
2003

”

“The training has helped us to effectively plan and rethink our business model while still performing our several daily operational tasks.”

András Kerekes
MANAGING DIRECTOR

The company



MICRO-KERFÉM Kft. is a micro-sized family enterprise with 4 employees. The company produces different metal structures and metal parts, for example custom-made metal components for production lines. The key customers are mainly large, multinational companies operating in the field of automotive industry.

The family members have been working together for a long time within the company and - with the change of generations - they recognized the need for changes. This new approach represents also an increasing demand from the customer side: the current customers increasingly expect complex solutions instead of single products or services.

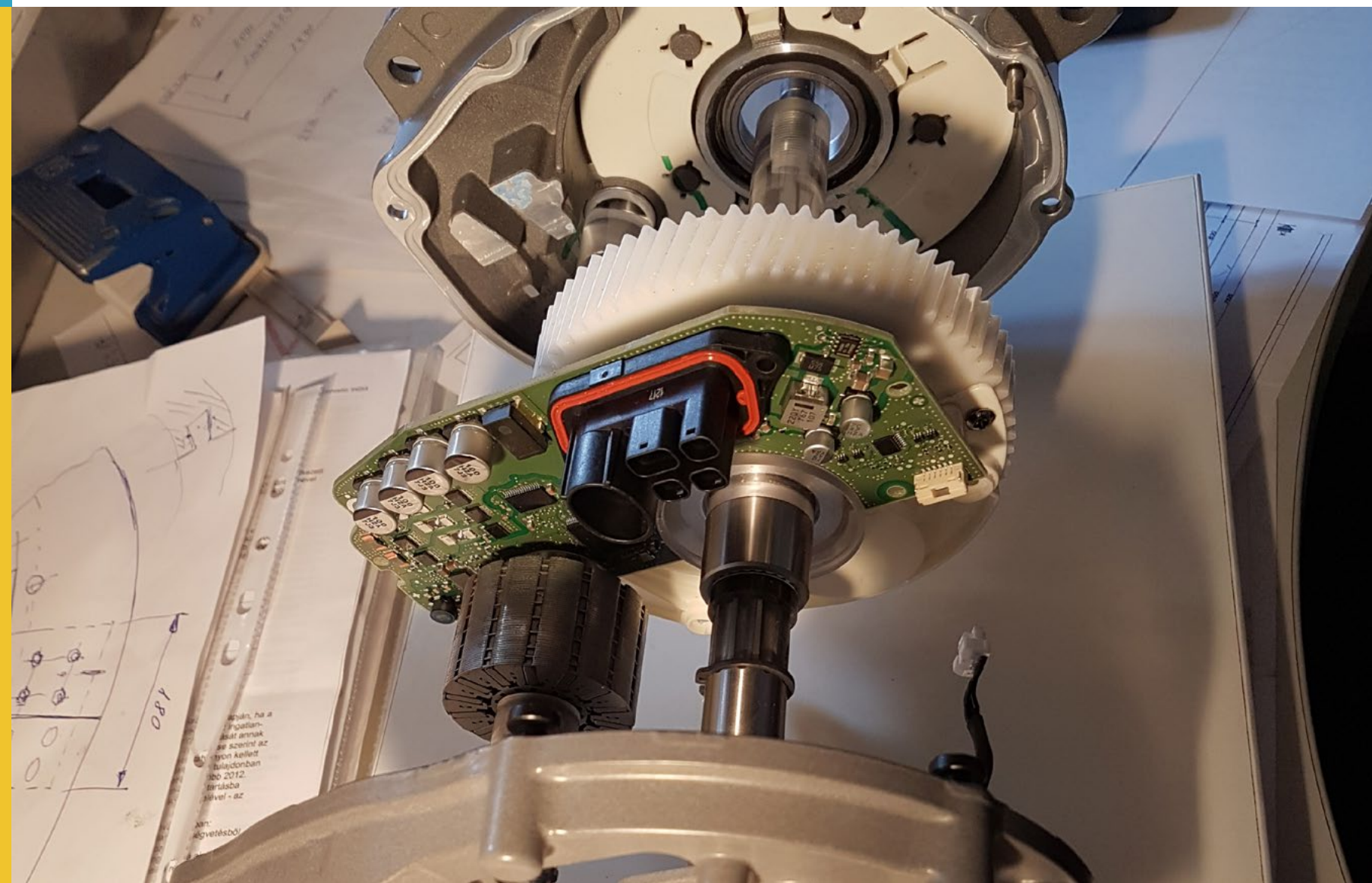
Due to the company size of MICRO-KERFÉM Kft. the managers are also involved in daily operational tasks, therefore they have only limited time for strategic planning. The training helped them to re-think the company's business model.

The servitization pilot project

Thanks to the THINGS+ training, the company now offers additional services related to its products: on one hand it delivers and installs the custom-made components to the customer's site; on the other hand it undertakes maintenance and regular service for the installed equipment.

Maintenance contracts ensure continuous, fix and predictable revenues for the company and as a result, the cash flow is more evenly distributed than before. Other benefits of the new services are the growing engagement of clients and establishment of long-term cooperation between the parties.

The new services and consequently the diversified portfolio provide more stability for the employees and owners of MICRO-KERFÉM Kft. If the demand for the new service continues to grow in the future, the enterprise plans to hire one new employee.



SUPPORTING INSTITUTION BORA 94- COUNTY DEVELOPMENT AGENCY

Astrel Group

www.astrelgroup.com

COUNTRY/REGION
Italy / Friuli Venezia Giulia

INDUSTRY
Electronic equipment

SIZE
Medium company

YEAR OF ESTABLISHMENT
1987



"We decided to join THINGS+ because we wanted to use the servitization pilot project to gain a stronger positioning in comparison with our competitors in the electronic controls B2B market. Our final scope is to shift our value proposition from simple electronics supplier to valuable partner in electronics and IoT environment for smart homes and buildings."

Claudio Danelutto
MARKETING MANAGER

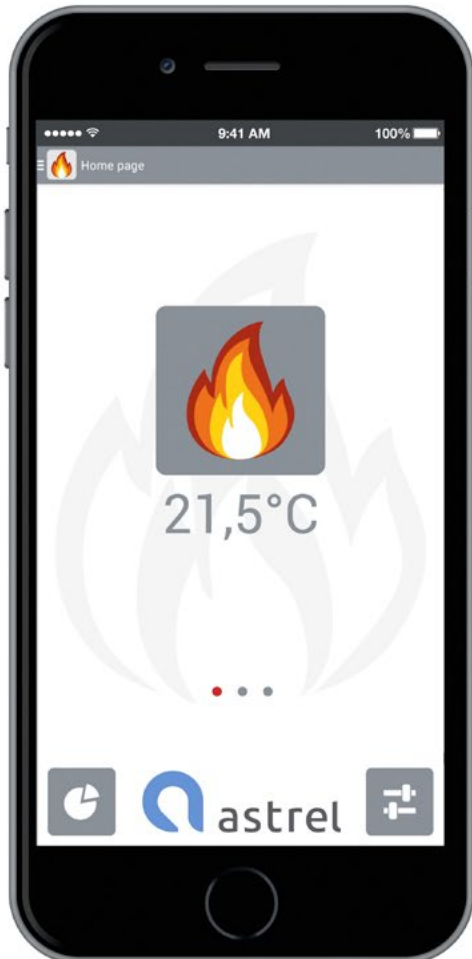
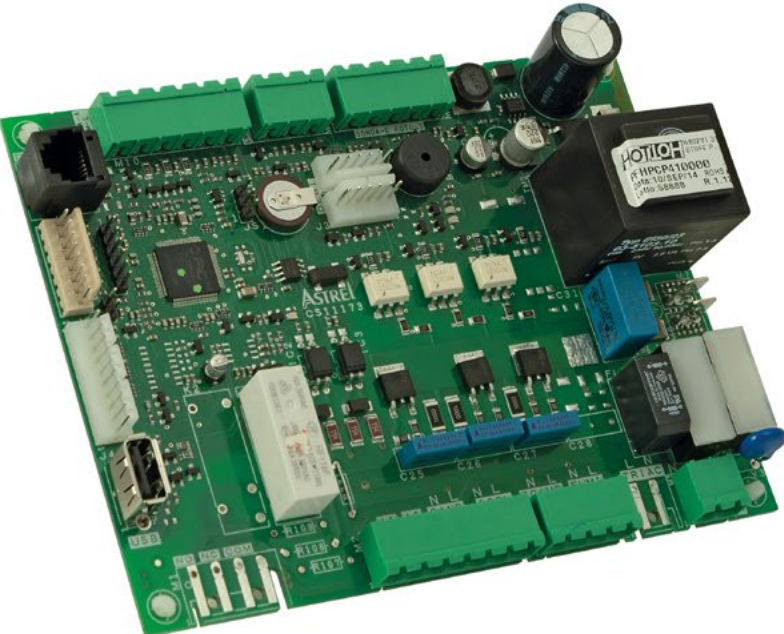
The company



Astrel Group is a medium-size manufacturer specialized in design and production of electronic controls equipped with IoT connectivity modules. It is born in 2016 from a business merger between Astrel srl, founded in 1987, and other 2 companies: Hottoh srl and 4-noks srl. They provide OEM's with customized solutions built-in their main devices and installers, with a wide range of devices for smart home and building automation focused into energy savings and optimization. Its main markets are: wellness, biomass heating, solar PV systems and smart home.

Astrel Group owns a plant of over 4000 sq. m. standing as one of the very few Italian companies with on-site departments of Research & Development, Production Engineering, Test Lab and Production, from SMD components assembly to in-circuit and functional tests.

Astrel Group is located in the North East Italy, with the legal and production plant in Mossa (GO) and headquarters in San Vendemiano (TV). Its ideal client is one striving for innovative solutions, either in Italy or abroad, since they already have distribution chains in many EU and non-EU countries.



The servitization pilot project

Astrel Group was already supplying a mobile app and cloud service connection to pellet stove manufacturers when they started the THINGS+ servitization pilot project.

During the programme the company designed a servitization concept related to a remote, cloud-based, monitoring service for pellet stoves owners.

Company's goal during the pilot was to create an IoT platform to help pellet stoves manufacturers provide a superior quality service both to their end-users and their technical service. The platform will enable pellet stoves manufacturers in helping their clients to quickly find a qualified professional when they need it, where they need it. Also, the technicians will have a chance to try to solve the issue on remotely.

In the servitization model developed with the support of THINGS+ team, the final decision remains with the end-user, who can freely choose the service technician from a list and the possibility to share data about the self-diagnostic of his pellet stove. In the beginning, the platform will be tested in the Italian market and then it will be extended abroad primarily French and Spanish market.



SUPPORTING INSTITUTION VENETO FRIULI INNOVAZIONE RESEARCH AND TECHNOLOGY TRANSFER CENTRE

CAPPELLOTTO S.p.A

www.cappelotto.com



COUNTRY/REGION

Italy / Friuli Venezia Giulia



INDUSTRY

Truck equipment



SIZE

Medium enterprise



YEAR OF ESTABLISHMENT

1953

”

“Taking part to THINGS+ has provided Cappellotto with new view toward after sales support. We have been able to consider new level of services to offer, in order to improve the overall quality of our Service dept. Cappellotto is now considering new investments (predictive software to anticipate customer’s order, based on historical data mixed with live diagnosis transferred by units – internet connected), thanks to ideas provided by servitization seminary.”

Giorgio Fantuz
AFTER SALES DIRECTOR

The company



Pietro Cappellotto founded the company in 1953. Today it is a world leader for the production of truck chassis mounted equipment, used for the suction of sewage wastes from sewers, for the cleaning of ducts and pipes, for the suction of sludge, dry and solid materials and for the transportation of dangerous goods. They cover the whole industrial cycle from planning, building, selling and after sales of equipment that use the vacuum and high-pressure technologies for sewer and dark waters cleaning and for ADR dangerous material transport. It produces every year over 200 equipment, employing 150 operators and a team of 20 technicians following entirely the industrial planning and the research and development of new products. Despite an intense effort in pursuing innovation and the internal R&D team, the company did never address servitization on purpose before applying for the THINGS+ pilot action.

The servitization pilot project

The company defined an ambitious project from pull service to push service business model, with the final aim to anticipate any order of spare parts on the basis of data analytics (fleet predictive maintenance) and bringing relief to customers all around the world to have needed spare parts on stock. This will be done through new storage system, new connection to IOT of customers’ vehicles (with customers’ permission) and long term planning coming from AI. This will bring higher margin, reduce time and improve customers’ satisfaction. With this service innovation, there are challenges to be tackled regarding financial investment costs and pricing of new service.

There is financial analysis to be done to verify costs and benefit entailed by launching a “predictive MRP” which is driven by units’ utilization level, constantly updated by internet connection. Along with this, calculation of the cost of parts stock review, based on new system input is being made. A trial version is planned in autumn 2020.



SUPPORTING INSTITUTION VENETO FRIULI INNOVAZIONE RESEARCH AND TECHNOLOGY TRANSFER CENTRE

CLAIND S.r.l.

www.claind.it



COUNTRY/REGION

Italy / Friuli Venezia Giulia



INDUSTRY

Industrial Machines



SIZE

Small enterprise



YEAR OF ESTABLISHMENT

1979

”

“The support of Friuli innovazione was fundamental for the definition of an effective method for the development of ideas, choice of objectives and tools. This allowed to highlight the potential of a servitization process. We are carrying out our projects gradually and with determination.”

Giovanni Cogotzi
ENTREPRENEUR

The company



The company was established in 1979 as a manufacturer of electronic devices for controlling the industrial plants, with focus on pharma. In the year 2000 Claind launched on the market its product-line of gas generators serving laboratories and industry, entirely designed and produced in-house. Today its business is based on hydrogen, nitrogen and zero air generators and it serves 3 main market segments: analysis laboratories, food & beverage, chemical and pharma industries and laser cutting companies. It has sold over 20.000 plants across 30 countries, spread in Europe, Middle east and Asia. Its headquarter is in Lenno, on the shores of the beautiful Como Lake, where all product development, production and administration activities are carried out but it counts also on an extensive network of dealers and customer care centres around the world.

Claind always strived for innovation and when they met the THINGS+ team, during a dissemination event at the Como science park, they were already in the process of developing their servitization strategy.

The servitization pilot project

Company developed their service innovation Claind4You, an IOT cloud-based platform that enables customers to see how their own nitrogen generator/s is/are working.

The key idea was to connect each nitrogen generator sold to the IOT platform and offer a set of extra services for a periodic fee. The service pack will include several data, which will address customers' needs and bring added value to the whole customer relationship.

The SIM methodology was useful to let the firm compare their original idea with some critical aspects that will lead to the final shape of the projects, which is being implemented by the company per steps.

The most difficult choice was about the revenue model to be pursued by company. In the project process, identification of main needs for change was done (development and management of IT portal, remote diagnostics and assistance, improving warehouse management, greater presence on territory by personal).



SUPPORTING INSTITUTION VENETO FRIULI INNOVAZIONE RESEARCH AND TECHNOLOGY TRANSFER CENTRE

MARMI VRECH Ltd.

www.marmivrech.it



COUNTRY/REGION

Italy / Friuli Venezia Giulia



INDUSTRY

Marble and stones processing



SIZE

Small enterprise



YEAR OF ESTABLISHMENT

1961



“Reflecting on servitization and participating in Things+ seminars helped us to develop a ‘lateral thinking’ (out of the box) that we are also applying to other aspects of our business with different fields of application. Certainly a very useful opportunity to focus on the needs of our customers and satisfy them from a to z.”

Alessandro Vrech
MANAGING DIRECTOR

The company

marmivrech

Marmi Vrech was founded in 1961 by Giocondo Vrech, as a company specialized in manufacturing marble and other natural stones. In 2008 the company underwent an important generational change from father to sons, Alessandro and Riccardo. The generational handover was very successful steering the company towards creativity, design, and innovation. The entrepreneurial team of highly skilled designers and stone masons soon established Marmi Vrech as a market leader in providing beautiful interiors for luxury cruise ships and yachts. Combining artisan skill with state-of-the-art technology, the small enterprise has quickly expanded into other sectors (retail, residential buildings, hospitality, etc.) around all over the world. All stones are exclusively processed at the company's premises in Italy. The company owns several Sales Offices in a number of selected locations around the world (UK, Poland, Finland, USA and Australia). In the last three years the company recorded +15% of turnover per year, employing an average of 36 employees.



The servitization pilot project

The core business of the company is processing marble and other natural stones to get the most out in order to provide beautiful interiors in luxury hotels, spas, stores, office buildings and private homes around the world.

Marmi Vrech is already dealing with service innovation: on request the company is able to offer after-sales support for cleaning and maintenance of its products. It can also realize 3D models or dedicated photorealistic renderings to show the final result of its projects.

The company took part into the THINGS+ pilot action to further develop its servitization project related to the “treatment of surfaces”. The benefits for their international clients will be the reliability and durability of treatment of surfaces, and in reducing the operational downtime and material replacement.

In order to implement the service, they are finalizing a database of treatments and at the end of each order a use and maintenance plan is delivered to the customer, Marmi Vrech trains the staff (Project Academy), and last but not least shares the information through the website.

Once in place the new service is supposed to guarantee to Marmi Vrech an incremented revenue (estimated in +5% in the first year and +10% in the following ones) as well as the delivery of durable beautiful surfaces to their clients.

Marmi Vrech has already performed some servitization projects and made some quotes.

MODULMEC INGRANAGGI Ltd.

www.modulmec.com

COUNTRY/REGION
Italy / Friuli Venezia Giulia

INDUSTRY
Machining

SIZE
Small enterprise

YEAR OF ESTABLISHMENT
1979



“For Modulmec Ingranaggi Ltd the Pilot project helps us to think about offering additional services that could increase the value offered to our customers and improve our position on the market. We expect to be able to improve our skills in introducing innovative services for our customers.”

Daniele Gaspardo
CEO

The company



Founded in 1979 a company is specialized in construction of large, medium and small lots of mechanical details for motorcycle transmissions (gears with internal and external teeth, bevel gears etc.) and is UNI EN ISO 9001:2015 certified company with TÜV RHEINLAND. Target market are big and medium companies in the iron and steel industry, agriculture, shipbuilding, aerospace and mechanical food field, settled primarily in Italy and North Europe. It is technologically advanced and leading edge in the search for technical solutions, developing personalized products for the client's specific requests. Despite an intense effort in pursuing innovation and technology, the company did not implement any service innovation before joining project.

The servitization pilot project

Thanks to the company's productive flexibility and automation, the actual offer spans from the production of products with standard characteristics and with very complex personalized features. Production can be done based on a client's drawing or a sample provided by the client. Modulmec adopts an advanced management system for the definition of the work cycles that, starting from the raw material, arrive at the final packaging. During the participation to the THINGS+ pilot action, the company defined a challenging servitization project related to a new offer, solving two main problems of its target market, that are Industrial System stop production due to a transmission of motion brake down and too long delivery time.

For company new SIM methodology brought customer stock management and introduction of IoT devices on high value gears or critical mechanical components of industrial systems. Their customers will this way benefited in delivery time reduction and better maintenance scheduling due to monitoring operation life cycles. Direct benefit is also cost savings for company and that is why the testing is planned already till end of 2020.



MOLINO MORAS Ltd.

www.molinomoras.it



COUNTRY/REGION

Italy / Friuli Venezia Giulia



INDUSTRY

Agrifood sector



SIZE

Small enterprise



YEAR OF ESTABLISHMENT

1905

”

“We liked the opportunity because taking part allowed us to take the necessary time to focus on our ideas and reorder them with precious tools. The comparison with other different companies was very useful because this opens the mind and increases curiosity and possibilities.”

Anna Pantanali
MARKETING AND PR MANAGER

The company



Molino Moras started in 1905, dealing with the management of the municipal mill dating back to 1800. In the 20's the Moras family bought the mill by investing in more modern machinery and expanding the market.

In the 60s, while many mills were forced to close in Friuli Venezia Giulia Region, Molino Moras survived thanks to meticulous attention to the high quality of its raw materials that makes its soft wheat flour natural, rich in flavor and genuine. The company has grown and evolved from generation to generation, always choosing natural goodness, welcoming innovation and technology but remaining an artisan one. The main clients of the company are professional ones (es. bakeries, pizzerias, restaurants in Italy and also a small percentage in Europe – France, ecc.), but also private through e-shop or traditional retail sales.

Despite an intense effort in pursuing innovation and technology in a traditional sector, the company does not have any servitization experience before applying for the THINGS+ pilot action. Molino Moras participated in the project to find a new element of differentiation in the business especially for e-commerce trade. The need is to create a new company branch for Molino Moras.

The servitization pilot project

Company develop a servitization project focused on increasing the value of an innovative flour with reduced levels of mycotoxins, suitable for feeding children between 3 and 10 years old, targeting parents who pays special care about food for their kids in Italy and Europe.

The concept of servitization is related to customer care in order to reassure parents about food safety with specific focus on bakery products made by soft wheat flour. Thematic events and advise coming from nutritional experts will be organized. Benefits offered to the clients by such servitization project are also related both to participation in closed groups where they could discover receipes and tips about this special flour and access to a dedicated web portale whit publications and articles on nutritional basis and children games. Actions should bring increase in turnover and bigger brand appreciation firstly in Italy till end of 2020 and through Europe in 2021.



SUPPORTING INSTITUTION VENETO FRIULI INNOVAZIONE RESEARCH AND TECHNOLOGY TRANSFER CENTRE

VIDEO SYSTEMS Ltd.

videosystems.it



COUNTRY/REGION

Italy / Friuli Venezia Giulia



INDUSTRY

ICT



SIZE

Small enterprise



YEAR OF ESTABLISHMENT

1993



“For Video Systems team Things+ pilot action was a great experience that introduce us on a new business model that will characterize the next years of economy and in particular is a very interesting model for Video Systems products and business. This experience starts at the same time of a Video Systems H2020 project focused on OpenSource ICT platform development for manufacturing industry and knowhow acquired on Things+ experience will be very useful for our strategic processes on that project.”

Alessandro Liani
CEO

The company



The Company was founded in 1993 and is specialized in design and implementation of advanced machine vision and artificial intelligence solutions that offer innovative and high-performing quality control systems in main industrial sectors at international level.

The company main target market are hollow glass production, steel production, automotive parts production, beverage and food, where the company supplies solution with different brands: Imago, Adamantis, Ingenium and Video Systems. Examples of solutions offered by the company are the following ones: advanced systems for in-line quality control in hollow and flat glass production, advanced sensors, cameras, measuring systems based on Artificial Intelligence (AI), specifically designed and manufactured for use in the hot rolling process and in steel environment, ecc.

The company joined the THINGS+ pilot action with the aim of both increasing the portfolio of service products for process and quality control and improving the processes of its customers by providing targeted services.



The servitization pilot project

During Things+ programme the company designed a servitization concept related to an Artificial Intelligence customer support aimed at adding new functions to Video Systems products in order to enhance systems performance, which can be updated and improved over time. Benefits for the costumers of such servitization idea consist in a portfolio of services for maintaining and upgrading the Artificial Intelligence based quality control solutions over time.

Through SIM methodology reflection was made on business model where team realized big potential opportunity for company. There were identified crucial needs for change in organization and supporting social innovation as next year key field. Data security management with adds on are going to be under view for Industry 4.0 solutions on customer data exchanges. Once in place the new service is supposed to guarantee to Video Systems an increase in turnover (estimated in + 5% in the first year and + 15 % in the following ones) as well as an intensification in customer loyalty.

COVID-19 pandemic is an acceleration element of Video Systems process change looking at servitization. Until now the company has developed 4 hypothesis of servitization solutions focused in hollow glass and beverage customers. Video Systems is aiming for more than 30% increase in turnover generated by servitization in the next 5 years.

GALDI S.r.l.

galdi.it

COUNTRY/REGION
Italy / Veneto Region

INDUSTRY
Filling machine manufacturer

SIZE
Small enterprise

YEAR OF ESTABLISHMENT
1985



"I like the ideas sharing and find time to discuss about it. When we started the pilot action we already had clear ideas about some projects but was difficult to find the time during the working day to discuss about it."

Sharing ideas with people from different business was useful to see our project from different points of view and to take inspiration from the alternative solutions already applied by other companies."

Stefano Bortignon
AFTER SALES MANAGER

The company



Company is operating in industry of filling line machine manufacturers. This include as food processing, water and drinks filling line. In dairy food industry they are world wide present. Part of services they offer:

- MaSH (Machine System health): system constantly monitors the filling machine and provides alerts and daily reports on its performance and output via an app.
- TYE ("Through Your Eyes") is company remote video assistance service which works through an app compatible with all devices in real time providing instructions.
- E-Portale Service: is design to facilitate order entry procedures for existing customers

A glimpse of innovation was their e-portal for spare parts, which was part of digitization process. Still, to reach customers and reach higher brand awareness, new services needs to be developed.

The servitization pilot project

The new service GALDI DIGITAL PLATFORM pursues two goals:

1. strengthen further GALDI role of innovative consultant for selected clients
2. foster client-centered approach in all company departments.

The idea is to collect all digital services in one platform. The platform will be uploaded in a tablet that will be the tangible output of this project. Business model, which goes from manufacturers towards consultant and service provider, will be a freemium service: free for first 6 months and then a subscription fee will be applied. In order to be sure that service will be used by client's employees, the company will integrate the new service in the commercial agreement when the filling machine is tested and approved by the client. This will have big impact on companies organization, including all departments and business units. All this will be tested and implemented in next 6 months with expectations of getting 5 new contracts, through selling the platform on European area.



SUPPORTING INSTITUTION VENETO REGION - RESEARCH AND INNOVATION UNIT

IDEA S.p.A. - GRUPPO GIORDANO

gruppogiordano.com



COUNTRY/REGION

Italy / Veneto Region



INDUSTRY

Electronic R&D for heating
and combustion appliances



SIZE

Medium enterprise



YEAR OF ESTABLISHMENT

2001

”

“In our market it means that the focus is selling “hot water and heating comfort” rather than boilers.

The pilot action made it possible to better explore the business ideas that can derive from new connectivity technologies to offer new services to our customers; the methodology applied was able to highlight the best approach to the new business in our market, distinguishing opportunities and risks, in order to achieve success in product servitization.”

Nicola F. Renoffio
DIRECTOR

The company

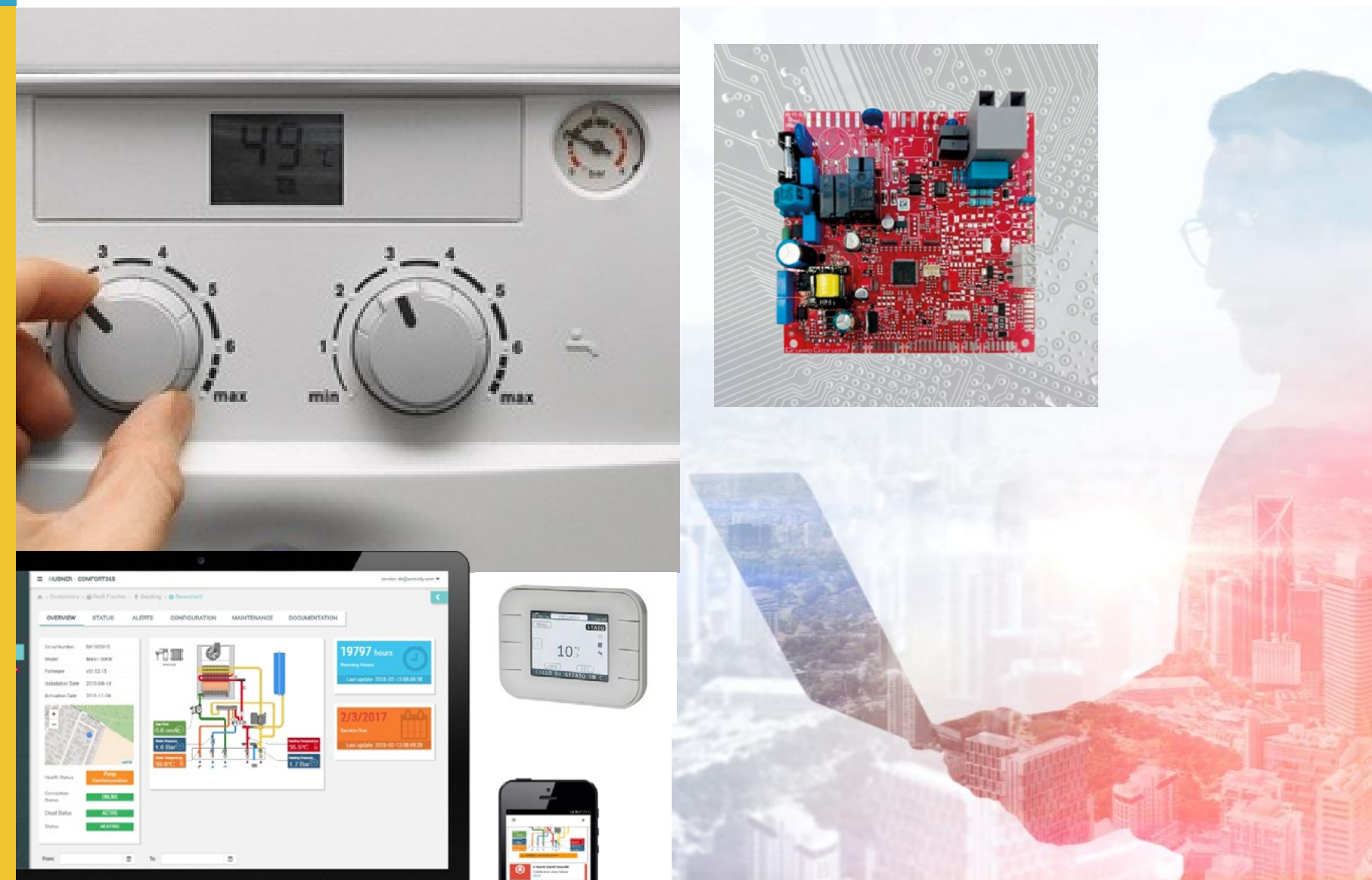


IDEA SPA is a very dynamic Italian company designing, developing and manufacturing electronic controls as well as integrated system solutions using the most advanced technologies for the HVAC market.

The Company has established, through years of experience of its staff, important national and international collaborations with leading European OEM markets, offering solutions for:

Residential and industrial heating appliances ● Intelligent comfort control systems ● Heat generators ● District-heating ● Heat recovery and air treatment ● Brushless motor drivers ● Combustion cells ● Domestic energy management ● Cooking control systems.

The advent of new enabling technologies of the Internet of Things that allows the extension of the Internet to the world of products has pushed the company, always attentive to innovations, to start experiments and research studies for the application to the market of components for heating. The main aim of the new vision was to identify in our market the possibility to get a business to compete through a combination of services and products, rather than products alone.



The servitization pilot project

We started with a Proof of Concept (POC) with a big customer partner able to understand the advantages of the new offer, i.e. alternative ways to compete and potentially more sustainable revenue streams. Innovative components will enable: remote product monitoring and control, preventive and predictive maintenance, post-sales and warranty management, system parameterization optimization, remote software update, end-user profiling...

Even though the company has inside the capability to offer the new hardware devices for the Internet connectivity and the know-how for the data communication to implement the new services, it is not capable to support final customers. New partnerships will emerge with OEM manufacturer of appliances and they can benefit from innovation. In partnership the company will be able to propose IOT standard or custom software platforms that allow the collection and management of data. The servitization software has to be stable, scalable and reliable.

The business case expects that for the main OEM manufacturer customers there will be for Idea S.p.A. a fee for each connected product.

The project started in the last year with about 30 connected products for the POC and new customers are targeted for new revenues.

ORSAN INTERNATIONAL S.r.l.

orsan.it

COUNTRY/REGION
Italy / Veneto Region

INDUSTRY
Building industry

SIZE
Small enterprise

YEAR OF ESTABLISHMENT
2013



"I found great value in interacting with companies from different sectors, trying to build together innovative business solutions. The mentoring phase was a turning point. It helps me in creating a new business model and testing the new concept store - VELLUTI VENETI HOME - in few months.

Furthermore, the whole project THINGS+ was the perfect environment to foster new partnerships with other companies, in our case with Siltea for the Academy, to increase the level and quality of servitization."

Giorgio Dozza
CEO

The company



Orsan has developed two innovative products for the building industry distributed by local dealers in Italy:

- **Velluti Veneti Microstone** is a floor and wall covering for monolithic surfaces. It is totally mineral, resin-free natural composition consisting exclusively of Magnesite. As a new solution for an existing market whose product standard is represented by resin-based products Orsan needs to create a network of local installers to promote Velluti Veneti as the resin-free alternative.
- **Detec** is a patented system for walls affected by rising damp. Despite the functional benefits compare to other solutions, Orsan faces many difficulties in gaining the right marketing positioning along the whole market supply chain: architects, construction companies, dealers and end-users.

Since the industry is hard to enter and it require high trust involvement, company is aware that besides the innovative products, human and customer relationships should be developed in an appropriate way.

The servitization pilot project

During the pilot action Orsan has recognized need of an innovative business model to be successful. This lead to decision of developing marketing channel strategy targeting local installers and dealers – called Velluti Veneti Home.

This new store format is based on an experience of a group of installers who have decided to joint and create a new retailer format exclusively for monolithic surface. Goal is to create a strong brand identity under which installers may promote themself as the real monolithic surface specialist. Business model is based on an entry fee and annual royalties due to Orsan by the owner of Velluti Veneti Home outlet – on the market in Spring 2020.

Also, in program was detected for Detec new collaboration with company Siltea Academy, where they were developing a new training workshop addressed to architects.



SUPPORTING INSTITUTION VENETO REGION - RESEARCH AND INNOVATION UNIT

SILTEA S.r.l.

siltea.eu



COUNTRY/REGION

Italy / Veneto Region



INDUSTRY

Industry chemicals



SIZE

Micro enterprise



YEAR OF ESTABLISHMENT

2012



"We liked the pilot action especially for the activities shared with other companies. The action gave us the possibility to focus on our project which otherwise it would be postponed. Even if we didn't have practical support we collect important information and advice for our Academy."

Michele Cecchin
TECHNICAL SALES MANAGER

The company



SILTEA is specialized in development, production and supply of nanomaterials based on sol-gel technology for surface protection of Cultural heritage and for industrial applications. The clients are mainly Italian divided in SMEs, professionals (restorers, architects) and public bodies. The market is in growing phase due to investment into culture and new technologies, which are innovative and European based. Beginning of the company originated from a technology transfer process and innovation. However company wanted to improve the offer, especially to improve business model which would include customer satisfaction and customer care to the next level than present level.

SILTEA wants to be updated, enhance in-house expertise and complete the offer with new services which would change present one-time customers into long-term customers and bring new customers, not only from Italy but also from broader European level.



The servitization pilot project

Inside the project the company create service innovation of the so called Siltea Academy.

The service is quite new so it is necessary to dedicate resources to the creation of partnerships, elaboration of contents and organization in terms of times and places. For the implementation of the service, new business partnerships will be created for cooperation on the project. The idea is to offer free training as a marketing strategy, to embrace present and involve new customers. However if the conditions and service will over deliver on the market, there is design of charging business model under construction.

Besides new partnerships and acquisition of new clients, big added value of the project is enhancement of internal skills. This is crucial brick in the service innovation, because there must be people in the project, which will understand it and who will be able to make it happen in real life. In this branch, experts are needed and are only one being taken serious. In the beginning of testing, Italian market is target. After confirmation of business model, next EU countries would be taken into account.

+WATT

watt.it

COUNTRY/REGION
Italy / Veneto Region

INDUSTRY
Sport supplements

SIZE
Small enterprise

YEAR OF ESTABLISHMENT
1997



“The interaction with totally different companies was fundamental and it allowed us to see things from a different perspective.”

Stefano Sinelli
CEO

The company



The company was founded in 1997 in Italy from an idea of two university researchers who have a passion for sports and sports nutrition. Thus began an adventure that will lead the company to develop more than 300 products for the sports sector linked to muscle mass, well-being and endurance sports. Thanks to the presence of 35 sales representatives, the company distributes its products both to retailers and to end users throughout the country, using B2B sales channels as B2C channels through online webstore and community building. Innovation and new services are urgent to keep track with present competition on this highly competitive Italian market.

The main customers of the company are the supplement stores, pharmacies and gyms. We decided to participate in this innovation course, to get in touch with different realities and be contaminated by different approaches which will upgrade our business model towards better market position and gaining new customers or upgrade sale on individual present customers.

The servitization pilot project

In the past, company had lectures with other companies and synergy effects, but never accompanied by practical use sessions. The mix of these two phases should allow end user to live and breathe fully the essence of + watts and above all enjoy the benefits of proper integration. The new service will be called “+WATT EXPERIENCE”

New innovation has slogan: “+watt experience: live, breathe and feel the energy of the product +watt” and will be included in Workshop on the field (box crossfit or gym) to allow customers and end users to be followed in the use of sports supplements: a theoretical part will be combined with a practical part, in which the athletes will be followed by a specialized personal trainer. This will bring products in the ideal methodologies and timing for doing sports and fully enjoy the benefits of good sports nutrition. Additionally will company receive feedback from customers after using the products. Planning to be tested in January 2020.

Solution is based on a freemium business model. It is a tool to support company sales campaign and it will be integrated to clients marketing strategy to increase and differentiate their services to the end-users in Italy as also broader European clients.

**OUR
QUALITY,
YOUR
ENDURANCE.**



ESOX – PLAST, S.R.O.

www.esox.plast.sk/en

 COUNTRY/REGION
Slovakia

 INDUSTRY
Plastic industry

 SIZE
Medium enterprise

 YEAR OF ESTABLISHMENT
1993

The company



ESOX-PLAST is a family-owned company which operates on the market for more than 25 years. ESOX-PLAST is primarily focused on the one-stop-shop solutions in the field of production of technical plastic products - production of plastic moldings, injection molds and single-purpose assemblies/components. The company operates a molding tool shop, which makes it possible to produce injection molds and automated production lines.

Furthermore, thanks to their 20+ years of experience with building injection molds and molding of technical components, they offer a technical support of molding shops.

Their customers are world's leaders in the fields of automotive industry and electrical engineering.

The servitization pilot project

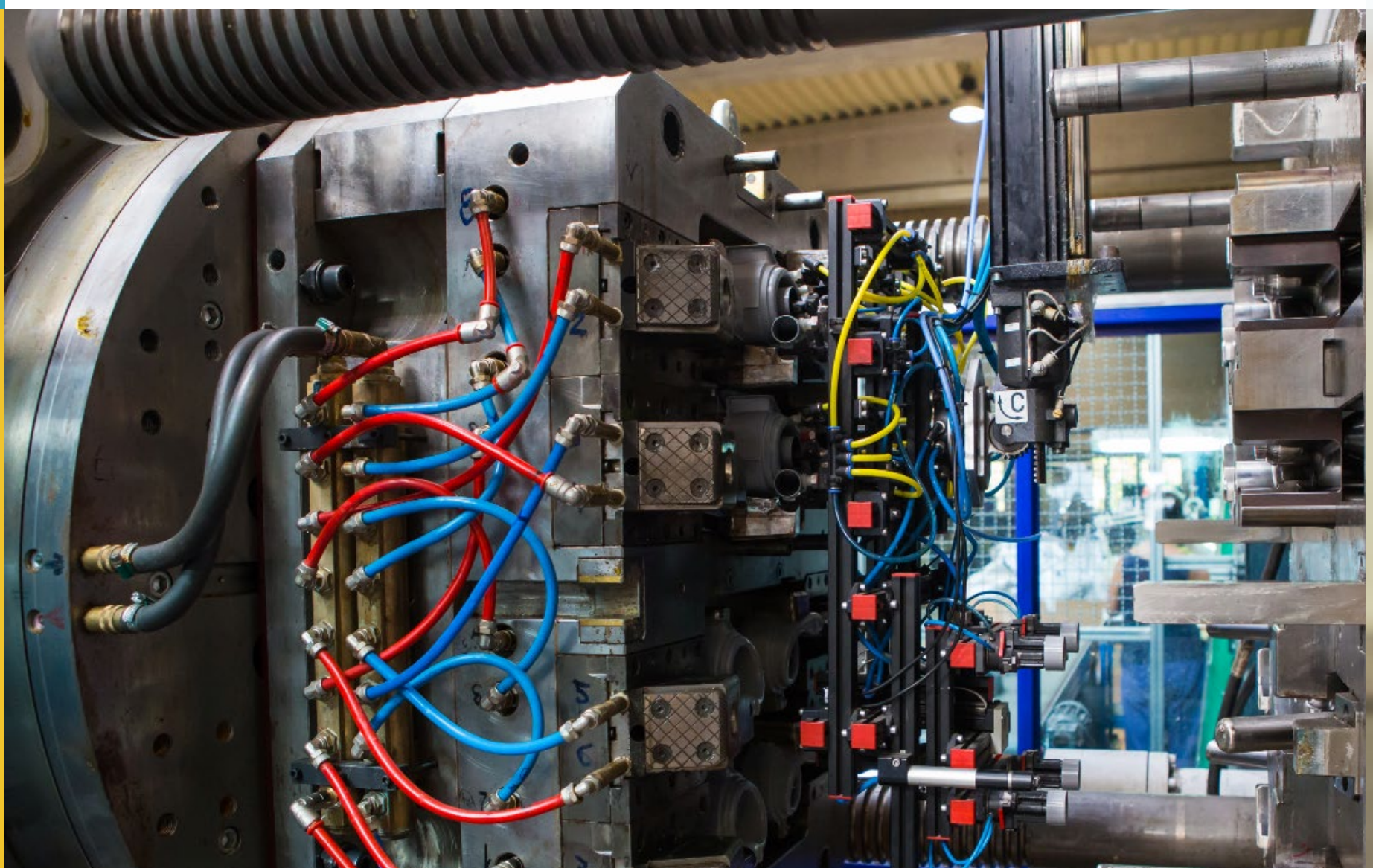
The company recognized, that the change in the external environment and the perception of product requirements by customers also requires a change in the offer - the development of services with higher added value for the engineering part of production. The company focused on providing added value to their customers by more flexible and smaller services and fast delivery.

As a servitization pilot project the company introduced additional offer of repair/maintenance/modification of molds. In the first step they analyse the current state of the mold and find out what is the customer wants to achieve, then they identify potential problems- according to the final specification of the product and quality inspection. In the final step, based on these inputs, they propose tailored solution for the customer.



"We have gained time to think about the broader context of servitization, to be inspired by the models used and to think holistically and in a structured way about the individual aspects leading to the application of the strategy in practice."

Richard M. Tekel'
TECHNICAL SALES REPRESENTATIVE



SUPPORTING INSTITUTION SLOVAK BUSINESS AGENCY

MICROSTEP - HDO s.r.o.

www.microstep-hdo.sk



COUNTRY/REGION
Slovakia



INDUSTRY
Electronic services and management



SIZE
Medium enterprise



YEAR OF ESTABLISHMENT
1992

”

“The workshop fulfilled our expectations. We gained transparent and well understandable servitization methodology which we are planning for our portfolio update and development.”

Pavol Ballon
MICROSTEP-HDO

The company

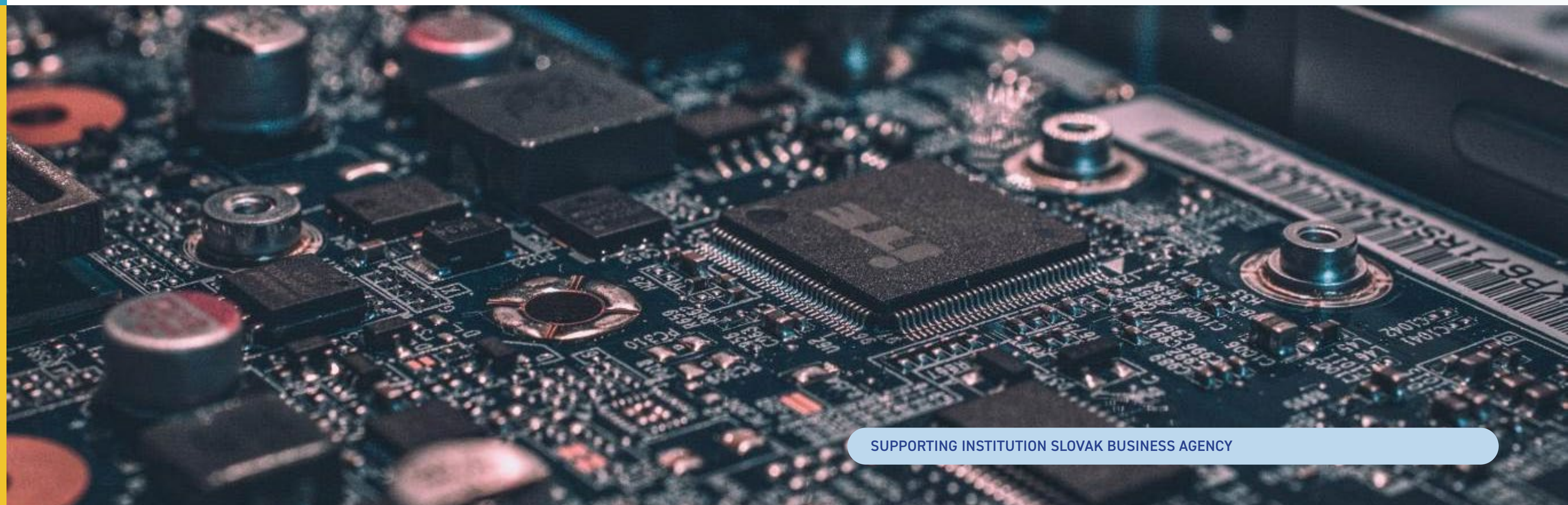
MicroStep-HDO

The company has been operating on the market since 1992. The company provides solutions in the area of hardware and application development for the operation of systems to support electricity and gas trading, customer information systems, electricity consumption management and industrial automation.

The current business model focuses on the direct sale of hardware solution with a limited service offering. The customer becomes an owner of the technology and from this moment on the B2C contact usually ends up. The company continuously reacts to customers' needs and service innovation considers as an opportunity for future growth. MicroStep-HDO joined the THINGS+ training program with an already pre-defined servitization concept and an ambition to test the idea and turn it into reality. The company is operating in the Slovak and Czech market and is also present in Bulgaria and Romania. They are aware that the technology is not enough in today's world but it needs to have also service and customer support in their business model.

The servitization pilot project

Responding to customers' needs and market development, the company would like to keep their products in own hands and apply the highest level of servitization model 'product as a service'. Unlike the current company's business-as-usual model of direct sale, the new business model will be built on dematerialization, i.e. providing services instead of products. The idea is to provide their customers with a long term service offering. The technology will be owned by the company. The customer will pay an initial fee for renting and installation of the hardware and regular instalments with continuous service support. The biggest change will be seen in the field of operation and maintenance. The role of changing customers' approach towards the company and its products is also crucial in the successful implementation and commercialization of the service innovation. Through adaptation in business model there is also potential of not only upgrading sales on present customers but also gaining new customers from the competition side.



NOŠA s.r.l.

www.nosha.sk

**COUNTRY/REGION**
Slovakia**INDUSTRY**
Accessories production**SIZE**
Micro enterprise**YEAR OF ESTABLISHMENT**
2017

”

“Since our establishment, we have been thinking in terms of extending the use stage of our products by repair, maintenance and recovery of end-of-life products. Thanks to this project our ideas could have become a reality. After completing a few details, we are prepared to introduce our service innovation to customers.”

Ivana Krištofiková
NOŠA S.R.O.

The company

n o s h a

Nosha declares to be the only biodegradable school backpack in the world. It combines minimalism, playfulness, practicality, multi-functionality, but above all, it is designed to meet strict ergonomic and ecological criteria. Nosha cooperates with a sheltered workshop and is lovingly made by Slovak seamstresses. Materials and components come from the EU and the company is a part of 'transparent pricing' initiative. Currently, the products are sold only in the Slovak market, but the company's ambition is to enter the Czech market in the near future. Through online sales and digitalization, broader European market are available with appropriate customer strategy.

Before joining the training program provided by the project THINGS+ the company has applied one service innovation regarding repairs. During the time when the bag is repaired (like an exchange of broken zip or component), the customer gets a substitute bag that he or she can use until the repair process is done.

The servitization pilot project

Business philosophy of Nosha is based on circular economy principles. The company is driven by the motivation to find ways on how to produce closed loops products that are durable, repairable and recyclable. New servitization idea is therefore connected with maintenance and their ambition is to impregnate the schoolbags to become waterproof. The new package of services will also include a service check which means that after a period of time, the schoolbag will be taken back for minor repairs and another impregnation and sent back to customers. Another package would include extended warranty including minor repairs. A new package of services will appear in the e-shop offer and be provided to customers with appropriate communication messages to bring this service innovation towards customer awareness. Consequently also bigger customers trust and loyalty is expected. They would also like to implement other services for B2B customers and establish a take-back system for composting and recycling of discarded bags at a later stage.



SUPPORTING INSTITUTION SLOVAK BUSINESS AGENCY

OSOBNÍ MAKLERI S.R.O.

www.osobnimakleri.sk

 COUNTRY/REGION
Slovakia

 INDUSTRY
Real estate

 SIZE
Micro company

 YEAR OF ESTABLISHMENT
2015

”

“Based on our participation on THINGS+ Pilot Action workshops our company has adapted the process of introducing of a new client service and its features, so it has become more client oriented and has broader impact on the market. The tools used during the workshops are used further and became important team tool which greatly improved the innovative processes within our company.”

Dominik Petrovič
BACKOFFICE MNG.

The company



The company's original business model is to serve as a hub for real estate agents who were acting individually. The company offers them support services like available office space, conference rooms, centralized web page, e-mail address, services of a professional photographer for their real estate portfolio as well as advertising, marketing and social media support. Communication between the company and individual agents takes place within the online application so the whole process is very flexible and work can be done from anywhere. Also, services of lawyers, attorneys and other professionals are available so agents themselves focus solely on the trade itself. In return, the company charges them with a percentage of the trade. Individual clients are for the services of agents charged with a percentage of the property price.

The servitization pilot project

The company intends to sell two additional service packages. Fixed Fee package – client as the property owner will pay a fixed fee independent of the price of the property and gets various services. This includes access to mobile application where the client can monitor the attractiveness of the offered property, number of interested potential buyers and planned inspections, with virtual inspections also available. The package also includes access to the internal database of creditworthy clients which effectively rules out potential problematic buyers. The second package will be aimed at supporting clients in obtaining the mortgage. It includes communication with mortgage and financial advisors including cost analysis, discount on expert testimonial on property, and land register proceedings support like deposits and corrections of entries.

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SOBI.ECO

sobi.eco



COUNTRY/REGION
Slovakia



INDUSTRY
Accessories production



SIZE
Micro company



YEAR OF ESTABLISHMENT
2017

”

“We are glad that we could be part of the pilot program of the implementation of the services into the production company. As a young organization, we appreciate help of the experts in the area. Some issues request more time for us to be finalized but it is useful to have a strategy for next years and set up everything for going in the right direction.”

Alena Horvathova
CO-FOUNDER

The company

sobi.eco

sobi.eco was founded in 2017 as a joint project of 3 young people working in the community development area. It is an ethical and ecological brand created in cooperation with a known Slovak fashion designer.

Project focuses on transforming old clothes and used plastic bottles into recycled products such as notebook sleeves or reusable bottle bags, all made from non-woven recycled material. The production is placed into sheltered and social workshops, delivering green job opportunities to vulnerable and disadvantaged people. Their customers are mainly ecologically focused individuals with a responsible approach to the environment and besides the Slovak market they sell their products abroad via various internet portals. Before their involvement in the THINGS+ project they experimented with additional services like product personalization and organization of workshops. Since it is modern, environmental product, they are aware that they should upgrade business model on the service level.

The servitization pilot project

The company wants to implement several additional services. One of them is a 'packages' consisting of product and thematic educative workshops focused on textile industry and environmental-friendly approach, combined with a quiz contest. These workshops will be mainly carried out within interested companies which will have a possibility to get customized products with company logo.

The extended package will besides an in-house workshop include a workshop for a chosen school, which will be paid for by a sponsor company and thus support awareness-raising in schools.

Second desired additional service is the take-back program. Customers return the product at the end of its lifecycle and in return, they get a discount for the next purchase so materials can be recycled again or be disposed in a proper way, instead of ending at the landfill or waste incinerator. Through this service innovations there are new customers expected to join the community and vision of the company. And market should be spread into new countries in European Union, where awareness and buying power is highest for this type of products.



SUPPORTING INSTITUTION SLOVAK BUSINESS AGENCY

INNOVAT PRO d.o.o.

www.sleepybottle.com

-  **COUNTRY/REGION**
Slovenia
-  **INDUSTRY**
Baby accessories
-  **SIZE**
Small enterprise
-  **YEAR OF ESTABLISHMENT**
2017

The company



Every parent has experienced sleepless nights. To add to the stress, a lot of parents have faced the tiresome process of preparing a bottle in the middle of the night, sometimes more stressful than the baby himself. To make the process easier, more efficient, and much faster, Innovat Pro created the Sleepy Bottle; a one-of-a-kind baby formula maker, designed to heat water to exactly 37 °C while you sleep, all the while maintaining the formula dry and safe. The parent only needs to release the formula into the water prior to use and shake the bottle well. What once took at least 15 minutes is now reduced to a mere 10 seconds! The bottle can also be taken on-the-go, so fresh formula can be made anywhere and anytime.

Sleepy Bottle is a startup success story. They are already present in foreign markets through their online shop and European luxury department stores such as Selfridges, Virgin Megastores, KaDeWe, Steen & Strom, Magasin Du Nord, De Bijenkorf and Proldee, and in the biggest baby retail shops in Slovenia.

The servitization pilot project

While their product is a success with customers, it is still relatively unknown, so the company wishes to expand its recognition by introducing new features to accompany the product. Additionally, they wish to widen their distribution network to physically enter foreign markets, not just through online sales and luxury department stores, but main stream and specialized baby stores as well. To make their product more desirable they are thinking of developing an accompanying app, which will record the baby's feeding schedule and other attributes that parents wish to monitor when taking care of a newborn. Another area of development is creating an awareness programme on the benefits of getting a good-night sleep for parents.



"Sleepy Bottle makes parents' lives easier, while servitization techniques make our lives easier because we can envision new products more naturally."

Rok Colarič
CEO



MYWATER d.o.o.

www.mywater-atm.com



COUNTRY/REGION
Slovenia



INDUSTRY
Water technologies



SIZE
Micro enterprise



YEAR OF ESTABLISHMENT
2017

”

“Our mission is to drastically reduce the number of plastic bottles used, and after implementing servitization tactics to our stations, we believe that we are one step closer to our goal.”

Robert Slavec
CEO

The company

myWater

MYWATER is a Slovenia-based start up on a mission to accelerate the world's transition to sustainable water consumption. Their solution is a water-refill station that offers clean filtered water, making plastic bottles redundant. The technology behind the product is cutting-edge: each station is equipped with a nano-filtration system that removes micro-pollutants and organics (pesticides, pharmaceutical, micro-plastics, etc.) from water. Additionally, each unit has a digital flow meter recording usage and activity and an IoT system for remote water data monitoring.

But most importantly, their solution is a sustainable eco-friendly product that serves as a best-case example of a circular economy. As a whole technology package, company is aware that it has global potential for sales, but competition also has different technologies. That is why it is aware, that service and customer relationships are crucial for market growth and global success.

The servitization pilot project

The first challenge that the company tackled within the pilot is updating the design of its station, making it slicker. Secondly, they began developing their product as a service, that includes device installation, tele-maintenance and monitoring, and local physical maintenance. Having worked on that they continued with an additional service of offering the station as a marketing channel. With these changes, the initial product developed from a stand-alone object to a desirable design piece that fits nicely in customers' spaces (i.e. airports, malls) and requires no additional maintenance. Through this service innovation the company believes will have better customer relationship and better chance in selling the product to new customers and having new edge point competing to competition. The change and upgrade of business model was also tackled with digital development and incubation of new technologies inside the product and service.



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PRAVI UM d.o.o.

www.tobiar.com



COUNTRY/REGION
Slovenia



INDUSTRY
Physiotherapy devices



SIZE
Micro enterprise



YEAR OF ESTABLISHMENT
2017

”

“The servitization process has allowed us to more closely examine our customers and offer custom-built services for them, thus increasing the value of our product.”

Maja Rajterič
CEO

The company

Tobiar

Pravi um is a young company, founded in 2017 after it's CEO, Maja, experienced pain in her wrists due to excessive work behind a computer. Her father designed a massage device and the story of Tobiar began. Today, Tobiar is an elegant device, crafted from high-quality wood that gently massages the hand when working, preventing the onset of the carpal syndrome.

Their efforts have not gone unnoticed; they received several prizes, such as a Special Award from the Association of Polish Inventors and Rationalizers, as well as a silver medal from the Association of Croatian Inventors and a bronze medal from Invent Arena competition.

Currently, they are working on a clinical study to prove that their device stands apart from the competition, and the first results have been promising. They operate on the Slovenian & Croatian market, but they are motivated to expand elsewhere.

The servitization pilot project

Their main challenge was two-fold: first, complete the clinical study and the patent process, and second, differentiate the product from the competition, that aggressively markets clinically non-proven products. The servitization opportunity is in introducing an additional preventive-care package to their two foremost customer segments: creative industry workers and administrative workers. With that, they are providing their customers with a closer relation to the solution than a product would alone. This service innovation will bring to company entry to new markets in Europe and also globally. Through individual online buyers, new markets will arise and will be identified as more promising. Globally, competing to competition, aim of the project is to really kick-off into new level of sales and market positioning. Not only product and quality, but also community and customer service support through service innovation is urgent for successful market penetration.



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PROJECT PARTNERS



