Contents

1  Introduction ........................................ 1
Gunter Lay

Part I  Servitization by Sector

2  Photocopier Industry: At the Forefront of Servitization 23
Filippo Visintin

3  Servitization in the Aircraft Industry: Understanding Advanced Services and the Implications of Their Delivery . 45
Tim Baines and Howard Lightfoot

4  The Automotive Industry: Heading Towards Servitization in Turbulent Times 55
Paolo Gaiardelli, Lucrezia Songini and Nicola Saccani

5  Plant Engineering: Old Wine in New Skins 73
Gunter Lay

6  Air Compressors or Compressed Air: Harvesting the Benefits . 91
Peter Radgen

7  Machine Tool Industry: Beyond Tradition? 109
Giacomo Copani

8  Chemical Industry: Servitization in Niches 131
Daniela Buschak and Gunter Lay

9  Servitization of Capital Equipment Providers in the Pulp and Paper Industry 151
Lars Witell, Per Myhrén, Bo Edvardsson, Anders Gustafsson and Nina Löfberg
10 Manufacturers of Medical Technology: Servitization in Regulated Markets ................................................. 165
Marcus Schröter and Gunter Lay

Part II Servitization by Manufacturers’ Operational Departments

11 Servitization as an Innovation Process: Identifying the Needs for Change ............................................. 179
Christian Lerch

12 Acquiring Customer Knowledge to Enhance Servitization of Industrial Companies ............................................. 191
Taru Hakanen, Minna Kansola and Katri Valkokari

13 Market Research for Servitized Offerings: A Case Study in the Chinese Province of Guangdong .................... 211
Christian Lerch and Matthias Gotsch

14 Strategies for Developing the Service Business in Manufacturing Companies ............................................. 229
Jakob Ebeling, Thomas Friedli, Elgar Fleisch and Heiko Gebauer

15 Sourcing and Supplier Relationships for Servitized Manufacturers ............................................. 247
Nicola Saccani and Marco Perona

16 Servitization and Process Interfaces ............................................. 263
Martin Spring and Juliana Santos

17 Avoiding the Overhead Cost Trap: Towards an Advanced Management Accounting Method for Servitized Firms. ............................................. 277
Christian Lerch and Matthias Gotsch

18 Adapting Products for Servitization ............................................. 295
Sabine Biege

19 The Impact of Servitization on Key Competences and Qualification Profiles in the Machine Building Industry .... 315
Matthias Gotsch, Christiane Hipp, Petra Jung Erceg and Nadezda Weidner
Part III  Conclusions

20  Servitization by Sector and Manufacturers’ Operational Departments: Lessons Learned .......................... 333
    Gunter Lay
Servitization in Industry
Lay, G. (Ed.)
2014, XV, 349 p. 44 illus., Hardcover
ISBN: 978-3-319-06934-0