

Blue INNOship Project no. 15

Servitization: creating the market by understanding price, cost, contracts and financing



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CBS, 3rd October 2016

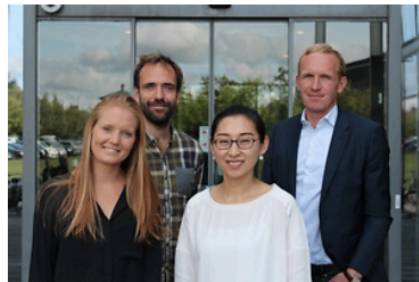
Kunsten at sætte den rigtige pris

26. september 2016 13:00 | Af Ursula Rechnagel Taylor | Tip redaktionen om en historie

Forskere ved CBS udvikler som led i BlueINNOship-partnerskabet en ny model, der skal hjælpe maritime virksomheder med at prissætte deres ydelser rigtigt, når forretningen udvides med nye serviceløsninger

Ligesom en række andre brancher oplever den maritime industri i disse år, at produkter i stigende grad bliver til standardvarer – også kaldet commodities – hvor konkurrencen ikke mindst fra lavtlønslande gør det umuligt at konkurrere udelukkende på prisen.

Dette paradigmeskift har tvunget mange virksomheder til at fokusere mere på kundeoplevelsen. Eksempelvis ved at koble forskellige services på deres produkter, så virksomheden på den måde kan adskille sig fra konkurrenterne og opbygge langvarige relationer til kunderne.



Teamet bag projektet udgøres af (fra venstre): Henriette Schleimann, Ph.d.-studerende, CBS, Carsten Ørts Hansen, leder af Institut for Produktion og Erhvervsøkonomi, CBS, Liping Jiang, lektor, CBS, og Tor Hjorth-Falsted, projektleder i Danske Maritime.

Foto: Ursula Rechnagel Taylor

Carsten Ørts Hansen, CBS

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(Financing related research)

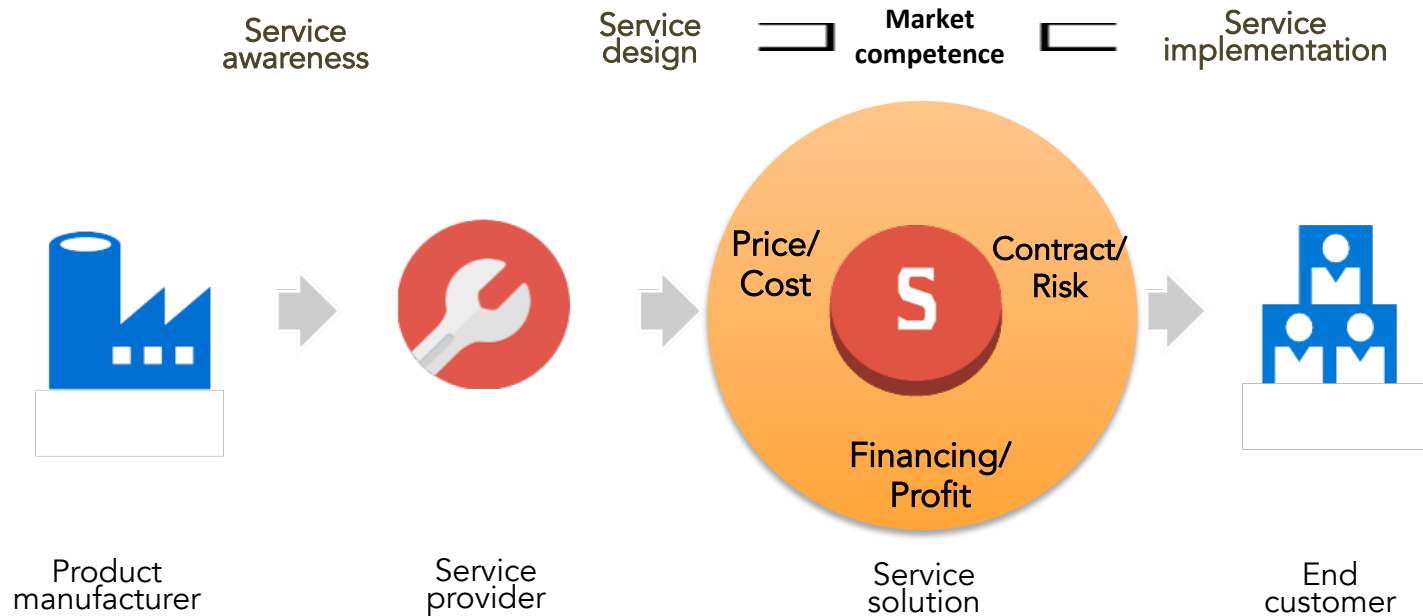
Liping Jiang, CBS

(Price- and cost- related research)

Henriette Schleimann, CBS

(Contract- and legal- related research)

What's the issue?



Suppliers:

How to work with **Price, Cost, Contract, and Financing** when offering service solutions?

Why is it important?



Key elements should be considered at the design stage of service solutions to ensure the commercial success:

- Cost management at early stage
- Profitable solutions introduced
- Risk and reward balance
- Linking of scale, profitability and financing

An improved competitiveness to establish long term collaboration with component suppliers and customers

What can be done?

Price/Cost

How to set the price for service solutions?

How to manage the costs?



Contract/Risk

What are major risks involved?
How are risks managed?

How has these long-term collaborations influenced the contracts?

Financing/Profit

What are the financial implications of implementing servitization strategies?

What structures, mechanisms and types of financing seem best suitable for the different servitization strategies and contracting mechanisms?

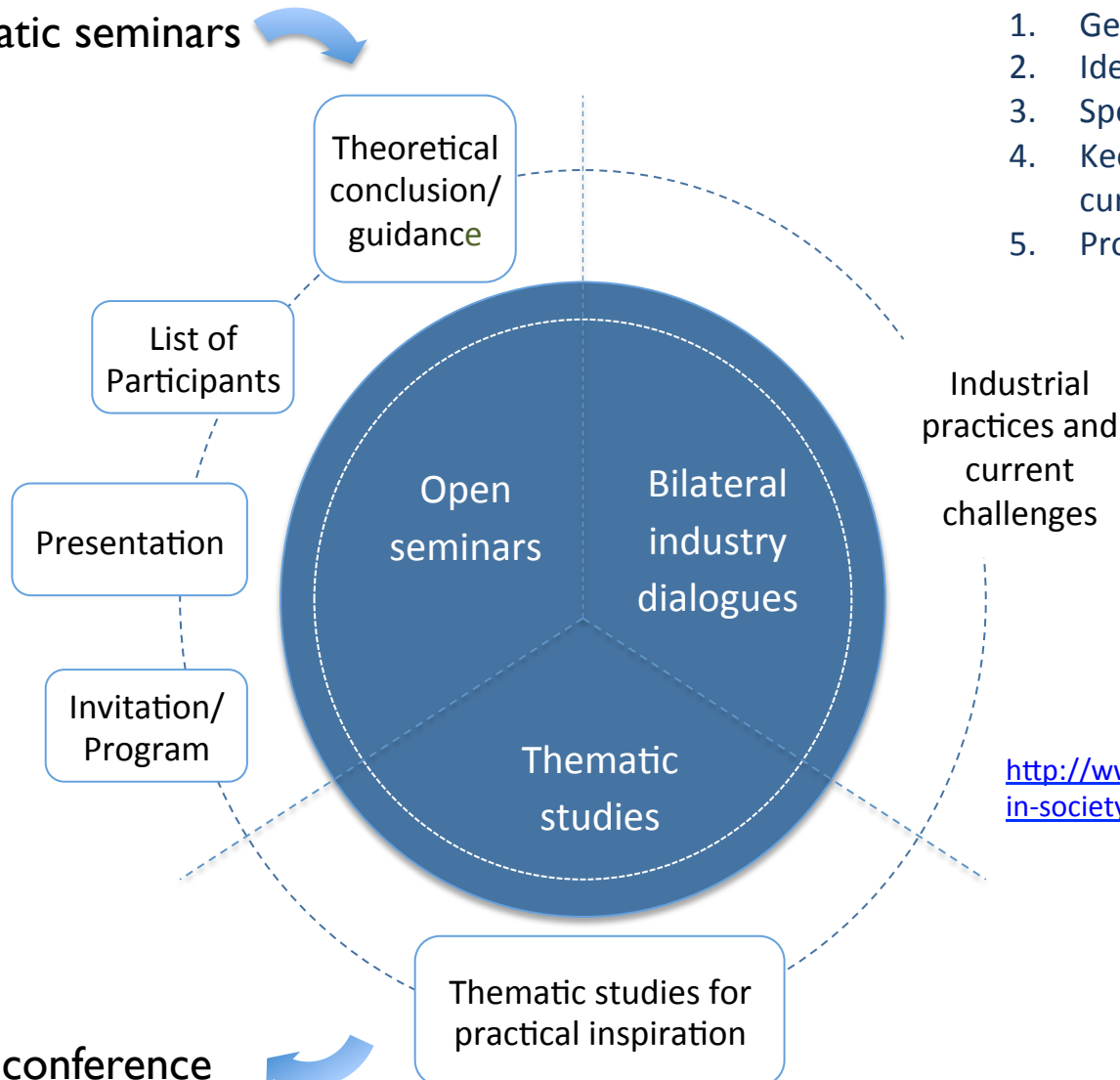
7 thematic seminars

- 1) **Target costing** as a strategic tool to commercialize the product and service innovation
- 2) **Pricing management and strategy** for the maritime equipment manufacturers and service providers
- 3) Optimization and handling of **risks and cost** within the service contracts
- 4) The **strategic decision making of ship owners** in investing in maritime equipment manufacturers and service providers
- 5) **Financing of new business models** that can promote business and sales within the maritime industry – general
- 6) **Financing of new business models** that can promote business and sales within the maritime industry – cases
- 7) **Negotiation and collaboration** through international contracts

Optional workshops

- Lego game workshop on the application of target costing (optional)
- Workshop on marine equipment leasing (Optional)

7 Thematic seminars



1. Get industry insights
2. Identify relevant cases
3. Specify key issues in the cases
4. Keep regular discussion/updates on current thinking
5. Provide detailed analysis/approach

<http://www.cbs.dk/en/knowledge-society/business-in-society/cbs-maritime/research/research-projects>

Final conference