

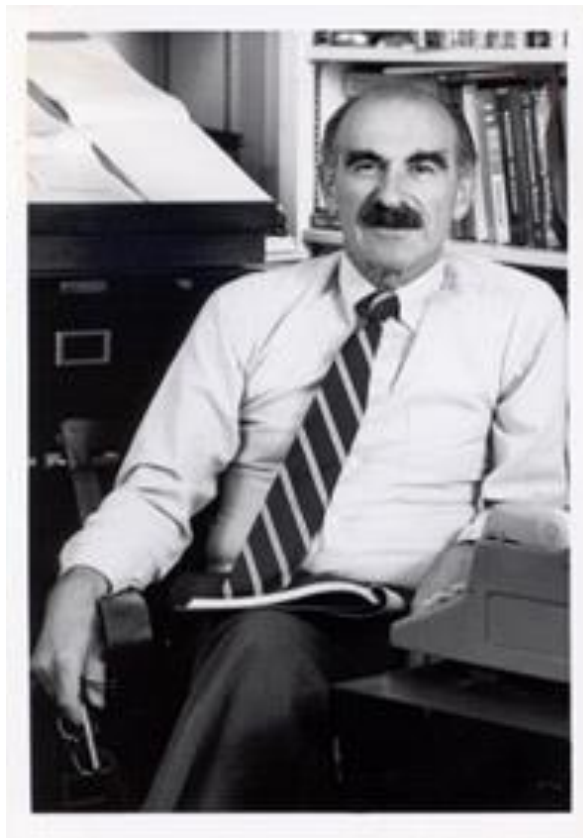
Smartization as an enabler for servitization: insights from a machine tool manufacturer

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Point of departure



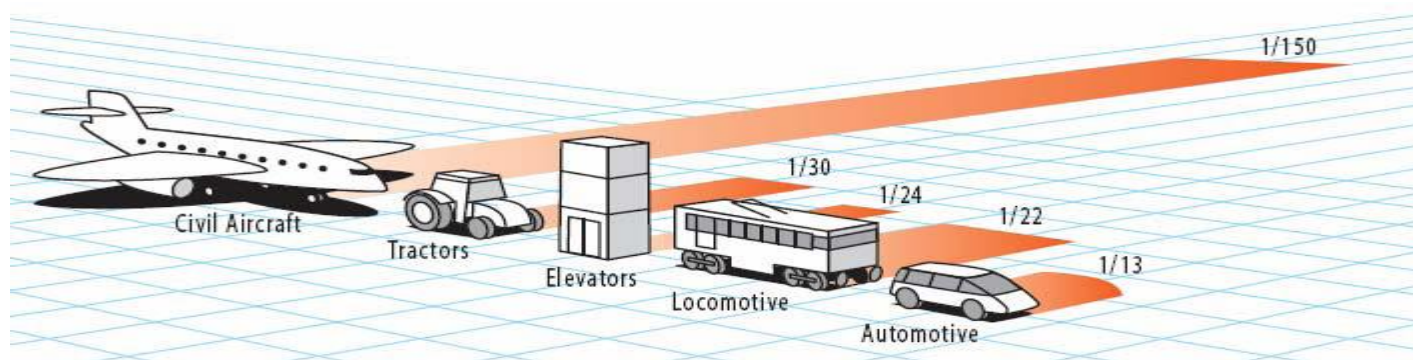
Case company observes that ...

- ... competing for clients and seducing them requires increasingly to think in terms of PSS
- ... competition is not a game of cost, machine productivity and longevity any longer
- ... whilst industrial clients are not very progressive, being ready to go beyond providing a great product is viewed as essential to stay in business (and grow)

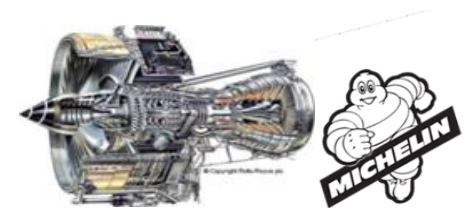
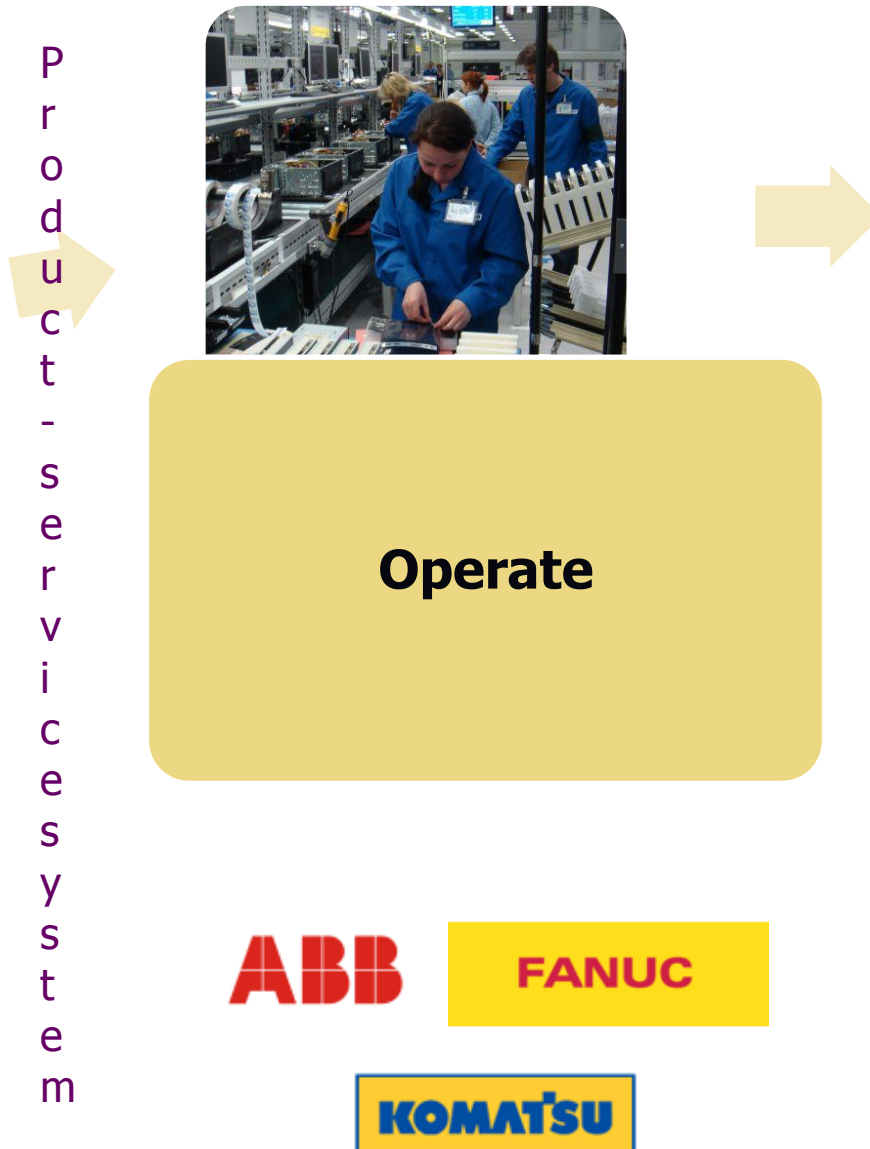


Current situation

- Manufacturing durable goods (long technical lifetime)
- PDL prevails
- Arm's length relationship with clients
- Not too busy delivering after-sales services
- Implication: losing sight on installed base

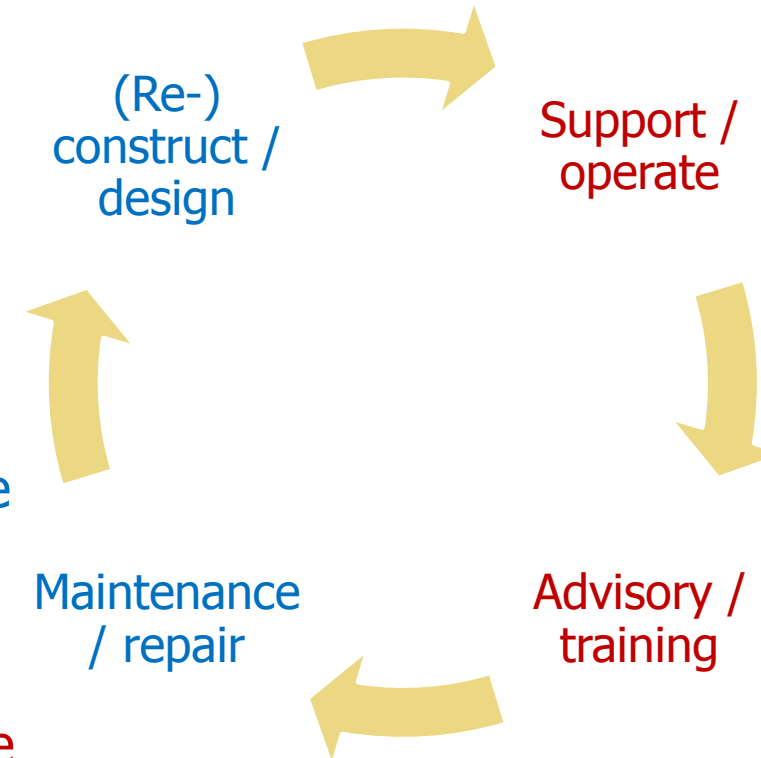


«Build-Operate-Servitize» continuüm



Assessment of ways to move forward

- To deploy pay-per-use formulas (full-fledged servitization) is –still- a bridge too far
- To assist clients –more- in support of their operations is feasible and is considered an attractive opportunity
 - Developing knowledge at machine level -> redesign of machines (in view of « machine learning»)
 - At manufacturing process level -> offering manufacturing knowledge and maintenance insights
 - At corporate planning level: output/productivity/idle time ratios



How to get this on track?

Advanced
Manufacturing

Information and
Communication Technologies

Smartization



Servitization

How to get this on track?

- Sensors: they are necessary, but are worry things
 - Embedded versus add-on sensors
- Data capturing and analysis: they are essential, but who stores/owns and analyzes the data and feeds actuators?
 - GE, SAP and Amazon and the likes
 - Homebrew solutions
- Communication / On-site visualization of info towards the client (e.g. via tablets or –CNC- screens):
 - Analytics should serve both shopfloor and oversight people: trade-off / friction?
- How about the human touch?
 - Or can b2b relationships in the era of Industrie 4.0 thrive on the basis of technology alone
 - Sales people
 - Operational people
 - Data analysts

Open / loose ends

- Interoperability of data analytical solutions
- Interconnectivity between machines, plants and actors
- Semantics
- Trust + (minimum) know-how / know-why
- PDL versus SDL
- Organizational configurations and HRM

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Many thanks

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