



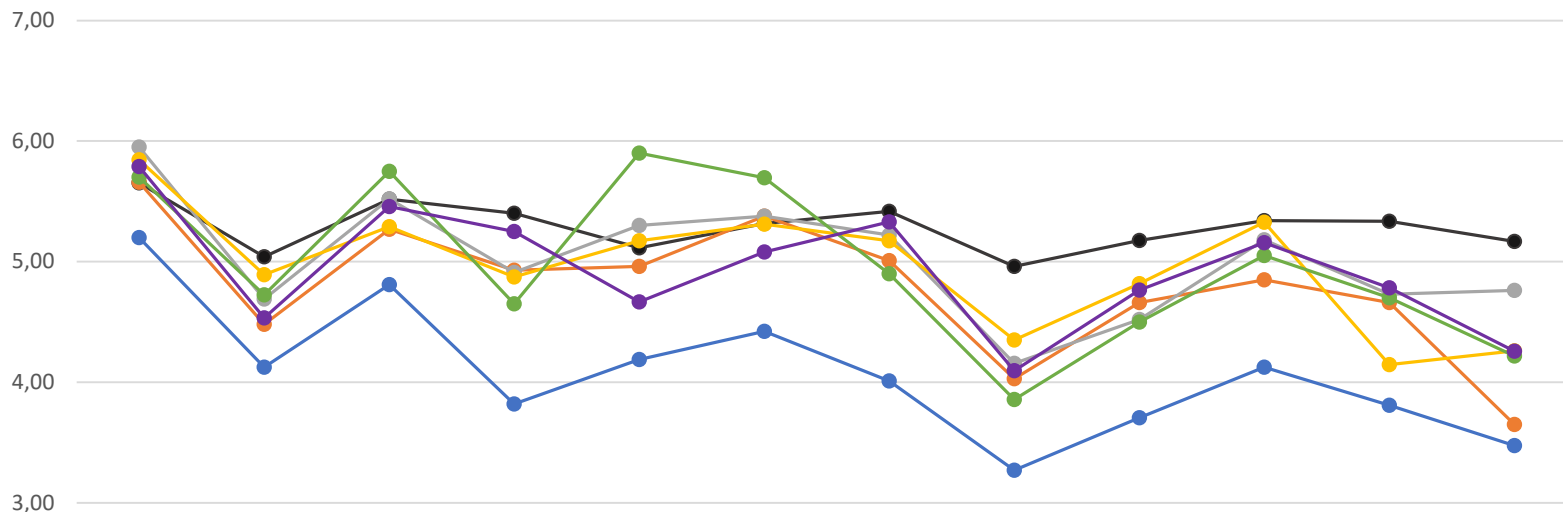
TAKING
COOPERATION
FORWARD

 July 2020

 **D.T.1.4.1 Report on the results of the comparison of benchmarks with country analyses results from T2**

 Conducted by Uni-P & FHOÖ

EUROPEAN COUNTRIES IN COMPARISON FOR EACH DIMENSION



	Partnership with customers	Network capabilities	Corporate culture	Organizational Structure	Pricing of services	Sales capabilities for services	Management and strategy	Risk assessment and KPIs for services	Service processes	Individualisation and standardisation	Assessment of service quality	Service innovation
Germany	5,65	5,04	5,52	5,40	5,11	5,32	5,42	4,96	5,18	5,34	5,33	5,17
Czech Republic	5,66	4,48	5,27	4,93	4,96	5,38	5,01	4,03	4,66	4,85	4,66	3,65
Slovenia	5,95	4,69	5,52	4,91	5,30	5,38	5,22	4,16	4,52	5,18	4,73	4,76
Slovakia	5,85	4,89	5,29	4,87	5,17	5,31	5,17	4,35	4,82	5,33	4,15	4,26
Italy	5,20	4,13	4,81	3,82	4,19	4,42	4,01	3,27	3,71	4,13	3,81	3,47
Hungary	5,70	4,73	5,75	4,65	5,90	5,70	4,90	3,86	4,50	5,05	4,70	4,22
Austria	5,79	4,53	5,46	5,25	4,67	5,08	5,33	4,10	4,77	5,16	4,78	4,26

Germany Czech Republic Slovenia Slovakia Italy Hungary Austria



WHAT TOP-PERFORMERS ARE DOING DIFFERENTLY

Comparison between the top-performing companies and the average

- Where are the biggest differences? -where should be improved
- Analysis on a fine-grained level - concrete measures



WHAT TOP-PERFORMERS ARE DOING DIFFERENTLY - PERFORMANCE GENERAL

Companies with high performance ...

- analyse external partners before cooperation
- use key performance Indicators for the service business for decisions
- measure the profitability of specific services
- standardize and simplify service processes
- measure customer satisfaction with services
- talk personally with customers about satisfaction with services
- use feedback of customers to improve service quality
- consider the whole customer lifecycle in developing services
- implement formalized processes for service development



WHAT TOP-PERFORMERS ARE DOING DIFFERENTLY - FINANCIAL PERFORMANCE

Companies with high financial performance ...

- analyse external partners before cooperation
- assess key performance indicators for the service business regularly
- use key performance indicators for the service business for decisions
- measure the profitability of specific services
- analyse commercial risks in the service business
- measure customer satisfaction with services
- consider the whole customer lifecycle in developing services
- involve customers actively in new service development
- implement formalized processes for service development



WHAT TOP-PERFORMERS ARE DOING DIFFERENTLY - NON-FINANCIAL PERFORMANCE

Companies with high non-financial performance ...

- define a clear strategy for the service business
- define key performance indicators for the service business
- use key performance Indicators for the service business for decisions
- measure the profitability of specific services
- implement measures to manage risks in the service business
- implement processes that enable collaboration across departments
- standardize and simplify service processes
- talk personally with customers about satisfaction with services
- use feedback of customers to improve service quality



WHAT TOP-PERFORMERS ARE DOING DIFFERENTLY - ENABLER FOR PRODUCT BUSINESS

Companies with a service business that supports the product business...

- implement a service-supporting corporate structure
- implement a corporate structure that enables local presence
- work collaboratively between product and service departments
- integrate services in corporate strategy
- measure customer satisfaction with services
- analyse customer feedback
- use feedback of customers to improve service quality
- implement measures to improve service quality
- implement formalized processes for service development



SUMMARY & COMPARISON

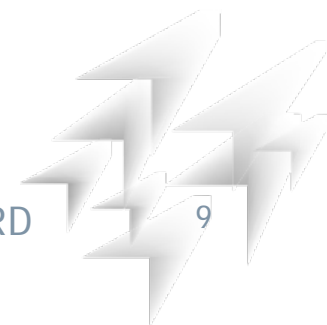
The comparison between the countries shows two results very clearly

- The general picture is relatively similar in all the countries
 - Main challenges
 - Risk assessment and KPIs for services
 - Network capabilities
 - Strengths
 - Partnership with customer
 - Corporate culture
- There are some dimensions where specific countries have strengths or weaknesses
 - strengths
 - Germany: Risk assessment and KPI for services, Assessment of service quality, Service Innovation
 - Hungary: Pricing of services
 - weaknesses
 - Austria: Pricing of services
 - Slovakia: Assessment of service quality
 - Czech Republik: Service innovation
 - Hungary: Organizational structure



SUMMARY & COMPARISON

- The German companies are much more stable across dimensions whereas in the other countries the differences between the dimensions are quite large. Additionally, the German companies have in general higher values than in the other countries.
- Italy shows approximately the same relations between the dimension than in the other countries, but much lower values.
- Hungary shows some differences to the other countries as well, but this may be due to a very small number of cases
- In general, services as enabler and non-financial performance show higher values as financial performance. This shows that it is easier for companies to profit from the service business indirectly.
 - This can be seen especially in Slovenia, Italy and Austria.
 - The only exception is Slovakia.



CONTACT



University of Passau
CenTouris
94032 Passau
Germany



www.interreg-central.eu/acronym



centouris@uni-passau.de



+49 (0)851/509-2431



facebook.com/prosperamnet

