



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.

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Inno-cast Hungary Kft.

www.inno-cast.hu

 **COUNTRY/REGION**
Hungary / North Hungary

 **INDUSTRY**
Casting

 **SIZE**
Micro enterprise

 **YEAR OF ESTABLISHMENT**
2017

”

“With the help of this training we got know the techniques of basic business modelling and market analysis.”

Peter Marcalek
OWNER

The company



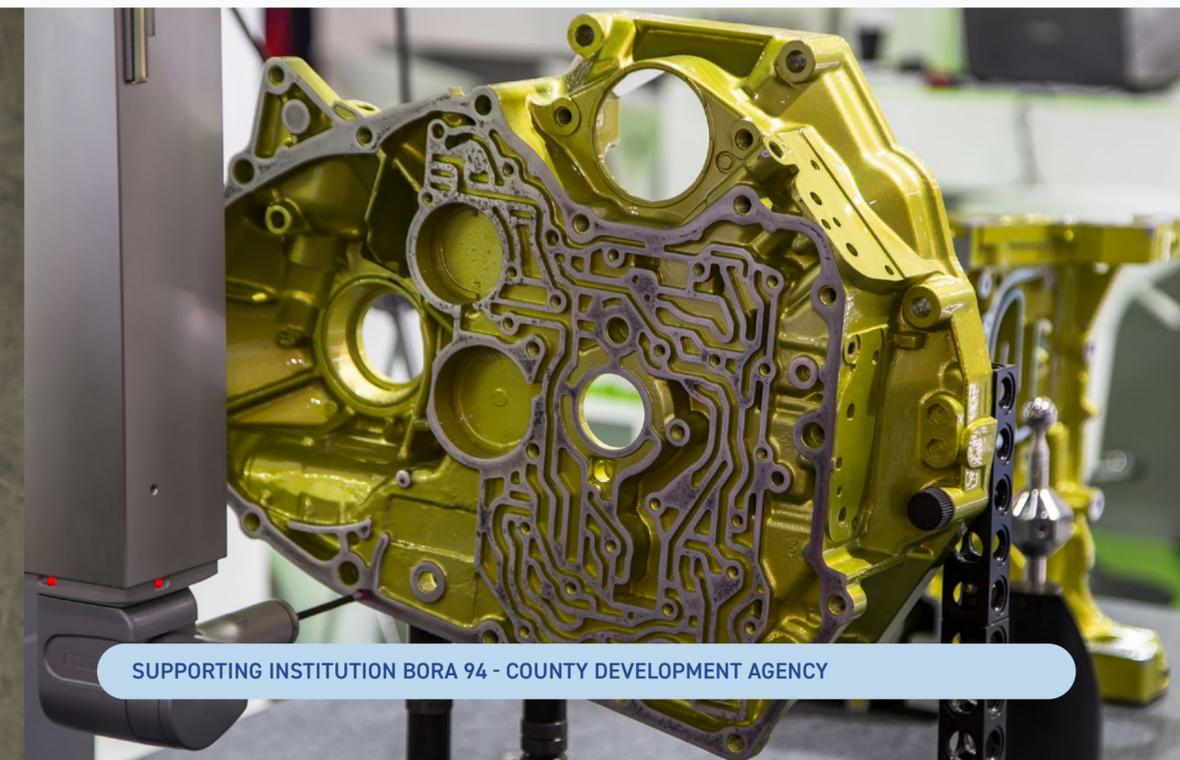
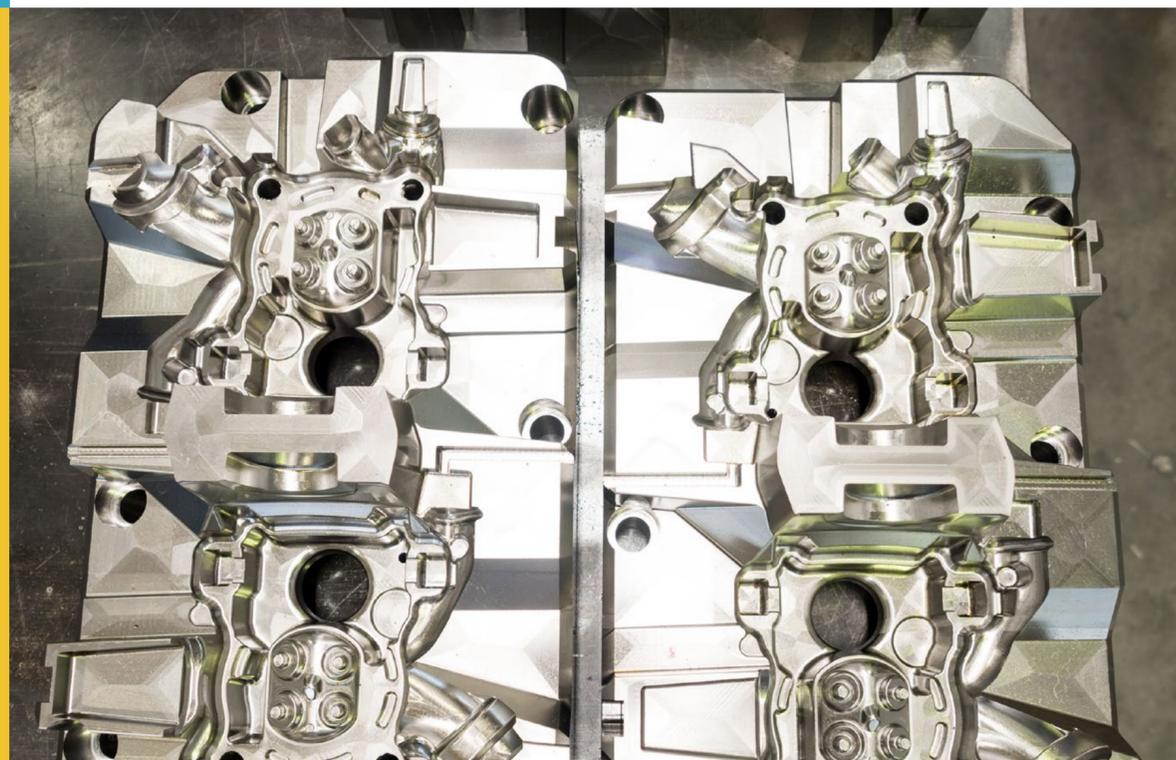
Inno-cast Hungary Kft. is a micro-sized enterprise which operates in the field of light metal casting industry. The portfolio of the company includes development and production of die casting tools based on the customers' specific needs. Inno-cast Hungary Kft. provides advanced, complex casting solutions such as casting engineering consultancy, high pressure die casting tool design, metal casting simulation, light metal part design. Their customers are foreign and domestic companies.

In the recent years, significant technological investments have taken place resulting in an increased customer satisfaction. The company focuses on the cutting-edge solutions in the industry. The company is growing dynamically, therefore re-organization of task distribution became necessary, especially separating the administrative and professional functions.

The servitization pilot project

In the near future the company intends to expand the engineering service and to offer services and equipment related to HPDC production and technology which helps for customers to increase the quality and reduce production time and costs. The goal of the company is to allow customers to use special technologies for high pressure casting process which results in better casting quality than conventional casting methods. The company would like to expand its activities also to the neighboring countries, Slovakia and Poland.

For launching new services the main challenge is to increase company size and hire new employees. So it is therefore necessary to attract new financial resources for this purpose.



SUPPORTING INSTITUTION BORA 94 - COUNTY DEVELOPMENT AGENCY

AWP Nordic Products sp. z o.o.

www.awpawp.com/en/



COUNTRY/REGION

Poland / Lodzkie Region



INDUSTRY

water supply and sewage installations,
equipment for water treatment



SIZE

Medium



YEAR OF ESTABLISHMENT

2007

”

“The pilot allowed us to organize our knowledge about the company’s product offer and made us aware of new directions of development.”

Sebastian Stefański
GENERAL DIRECTOR

The company

AWP NORDIC PRODUCTS

If you turn north from the Łódź’s beautiful city centre you’ll first pass many of its wonderful street art murals, but eventually end up at the steps of the AWP Nordic. The company products and services are indispensable for any city – in Poland, Europe or elsewhere.

Why? AWP Nordic is an expert in water and wastewater treatment. Simply put, they develop, design, deliver and install technologies that clean impurities in water and return it into the system. Solving specific issues in the field of solid-liquid separation is something that AWP Nordic is especially good at. Their solutions can be found in municipal water plants that deliver drinking water to the people as well as across different industries such as steel, chemical, paper and mining. “We are constantly developing our knowledge and products,” they point out.

The servitization pilot project

Research and development, both in technology and business, are in AWP Nordic’s DNA. They’ve taken part in the Pilot Action to expand its service segment and bring additional value for the customers. During the project, the company developed a concept of long-term rental of filtration equipment for wastewater treatment. The idea is clear and simple - as part of the new offer, AWP Nordic would take care of the optimal performance of the product and the efficiency of its operations. The customer, on the other hand, would only pay for the amount of filtered sewage. A win-win for both parties and a classic case of servitization! Changing business models has its challenges though. One is securing funds to maintain the ongoing liquidity and the second one is the lack of people who would take over the implementation.



SUPPORTING INSTITUTION LODZKIE REGION

BROWIN Sp. z o.o., Sp. k.

browin.com



COUNTRY/REGION

Poland / Lodzkie Region



INDUSTRY

manufacturing and trade company



SIZE

Medium



YEAR OF ESTABLISHMENT

1979

”

“Participation in the pilot gave the opportunity to “audit” and look at the company’s potential from an attractive business perspective. This action enabled discussing real development activities and considering the implementation of specific solutions. The Pilot Action has indicated tools for commercializing the ideas developed and achieving goals in the long run.”

Marta Kotyńska
MANAGER

The company



BROWIN is a manufacturing and trade company which offers an assortment of products and services for all, companies and individual clients, passionate about home food processing: smoking meat, winemaking, baking, beer brewing as well as gardening. The variety of the offer is complemented by a range of supplementary services as workshops on how to use the equipment and products, workshops on food processing, blog, showroom events.

As BROWIN, they believe that positive attracts positive and that a company is all about people. They strive to be perceived as an attractive business partner, as well as a sought-after and valued employer providing environment where employees are motivated for competence development, creativity, knowledge-share, skills improvements. Thus, BROWIN took part at the Things+ workshops to develop modern solutions that can be implemented to strengthen its market position, increase brand recognition and optimize sales activities - including the implementation of service innovation in selected assortment groups.

The servitization pilot project

During workshops and individual meetings BROWIN developed consultancy services (direct and with the use of internet communication tools) includes demonstrations and after-sales support for key product lines. The concept also is based on the possibility of creating a new educational, consultative and commercial center in the city center.

The implementation will involve servicing in the company’s strategy and requires the development of specific solutions. It will be necessary to launch appropriate commercial and marketing resources and to use them in a wider scope. It will also be important to use the competence of internal experts in the first place.

The company is able to implement the new service to increase visibility and attractiveness as well as sales efficiency. Turnover, new customers and interest from new market segments are expected.



SUPPORTING INSTITUTION LODZKIE REGION

Centrum Bezpieczeństwa Ruchu Drogowego

sp. z o.o.
centrumbrd.pl

 COUNTRY/REGION
Poland / Lodzkie Region

 INDUSTRY
veterinary laboratory

 SIZE
Small

 YEAR OF ESTABLISHMENT
since 2012 as a sp. z o.o.
and earlier since 1989.

”

“The Pilot Action allowed us to realize the existing potential resources of the company that have not been used so far, which will allow us to establish a good position on the market as well as to increase the number of customers. The persons running the pilot are very well prepared, both factually and methodologically, having very good business experience in many industries.”

Tomasz Zagajewski
CEO

The company



Centrum Bezpieczeństwa Ruchu Drogowego sp. z o.o. – CBRD has been operating since 1989 and has been actively implementing projects for over 18 years in the area of road safety and first aid. The CBRD works closely with companies, uniformed services and statutory institutions responsible for security mainly from Poland, but also from EU and Switzerland.

The main CBRD programs are: first aid education for children, first aid trainings and education for adolescents and adults, sale of rescue equipment, care for the safety of all road users. All these services and activities are carried out in for a long-term and systematized manner in accordance with the company's mission.

The servitization pilot project

After six months of THINGS+ training program the company decided to combine currently offered sales of produced first aid kits with a comprehensive service. The new service will include training in the field of use first aid kits, replacement of consumed elements during their use and full individual consultation in retrofitting. Before implementation of this concept the company need to clarify internal procedures. The Centrum Bezpieczeństwa Ruchu Drogowego is able to implement a new service to increase its competitive advantage, open new markets and increase turnover and profitability.

The intention of the company is to commercialize and possibly internationalize the concept under the name “Integration of first aid sets with knowledge through a combination of product and service”.



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LCL Printing house LLC

lcldrukarnia.pl/en/home-page/

COUNTRY/REGION
Poland / Lodzkie Region

INDUSTRY
offset printing house

SIZE
Medium enterprise

YEAR OF ESTABLISHMENT
1989

”

“The pilot action has allowed to extend the discussion about the conducted activity beyond the existing schemes. As a consequence, the company introduces organizational changes aimed at improving the efficiency of work and ongoing orders.”

Maciej Lewy
CEO

The company



The company activity is mainly related to offset printing. The main clients are enterprises which in their operations use printed information materials (advertising brochures, product catalogs, etc.), publishing houses (books and magazines) and a large group of companies ordering small printouts (leaflets, posters, etc.).

The servitization pilot project

Our motivation for participating in the pilot action is acquiring knowledge and skills in building business models as well as searching for new opportunities to create services for foreign markets. The nature of the company's activity already uses the sales model of the service, not the product.

Nonetheless, during the pilot, conclusions from advisory work on organizational changes were applied. The changes are focused on the greater use of project management methods and tools instead of the process approach. During the pilot, the service could not be created for implementation. Nevertheless, the company is currently implementing organizational changes resulting from the piloting referred to above.

As a result of the implementation of the organizational changes referred to above, the management expects to improve the effectiveness of the services provided.



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Vetcomplex Veterinary Research Center LLC

www.vetcomplex.pl

 **COUNTRY/REGION**
Poland / Lodzkie Region

 **INDUSTRY**
Veterinary laboratory

 **SIZE**
Small enterprise

 **YEAR OF ESTABLISHMENT**
2012

”

“The Pilot Action has allowed to extend the discussion about the conducted activity beyond the existing schemes.”

Łukasz Pęczek
CEO

The company



Vetcomplex Veterinary Research Center provides a variety of veterinary services as well as laboratory services, including clinical diagnostics, molecular diagnostics, serological diagnostics and more. The center provides services and treatments, routine and emergency care, for all – large, mainly farm animals, and small animals, mainly pets. To a small extent, center offers also services and care support to owners of purebred dogs, cats, pigeons and horses. Veterinary doctors dealing with pets and veterinarians dealing with large farm animals are accredited and renowned.

Due to the growth process the company decided to participate at the Things+ servitization pilot, aiming to acquire new knowledge and skills in building business models.

The servitization pilot project

One of the main results company developed is a new management model of subscriptions for laboratory services. The subscription depends on the current cooperation, and in the case of new customers from the declared turnover. Thanks to the service, the customer obtains a lower cost of access to the company's products, and the company gains greater certainty of income.

The newly developed service does not require changes to the company's operations. It is only defining the offer in an innovative way, directed to the client's needs. The newly developed service has already been piloted on a selected group of clients. After the testing phase and in case of positive customer evaluation and positive financial results, the service will be implemented for the whole group of clients. It is estimated that the increase in turnover will be due to the activation of customers who have previously used our company to a limited extent.



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BNP SRL

www.bnpsrl.com



COUNTRY/REGION

Italy / Veneto Region



INDUSTRY

Manufacturing



SIZE

Small enterprise



YEAR OF ESTABLISHMENT

1995

”

When we started with the pilot action, we weren't sure to reach our goal. Working step by step, the path has become clearer and now we are working to improving our service. It's a long way but I'm sure to win this challenge.

The company

BNP is a small Italian company that develops and manufactures advanced ergonomic solutions and components for the assembly and tightening phases in manufacturing sector industrial processes. BNP is a specialist for the design and construction of ergonomic workstations and tightening solutions.

In recent years, to improve production processes and increase ergonomics required by market, BNP has invested time and resources to the research of new technologies and materials by developing high-tech products with competitive prices. Their vision is to create ergonomic workstations to improve assembly line worker conditions in the factory 4.0 by combining productivity, efficiency and social integration needs while maintaining main focus on human wellbeing and safety on workplace.

BNP participated to the project as they believe that developing new services has the same importance that developing new products.



The servitization pilot project

During the pilot implementation BNP identified new service - a platform where BNP employees and customers can configure their product and obtain a budget quotation in few minutes. This service drastically modifies the business model of the company, because currently BNP spends a lot of time preparing quotations. The challenge was that there isn't a perfect conversion from quotations to orders since in many times the budget or the features are not in line with the customer expectation. Another problem is that customers want quotations quickly but having time to prepare them is of essence. So, the idea is to allow customers to manage the budget quotation: if the quotation is in line with their expectation, BNP will be involved to prepare the final quotation. In that way, the conversion rate will increase and the costs for quotation will decrease. The expected results are: cost reductions, customers commitment, conversion rate improvement.

BNP has already started with the implementation of the new service. Currently they are developing the platform which will be free of charge for the first year and available for all the BNP market as the platform will have a language feature. After this testing period, BNP will value whether create a freemium solution.

DESAMANERA SRL

www.desamanera.com/en/



COUNTRY/REGION

Italy / Veneto Region



INDUSTRY

Industry 3D printing of stone –
additive manufacturing of ceramics



SIZE

Start up, micro company



YEAR OF ESTABLISHMENT

2014

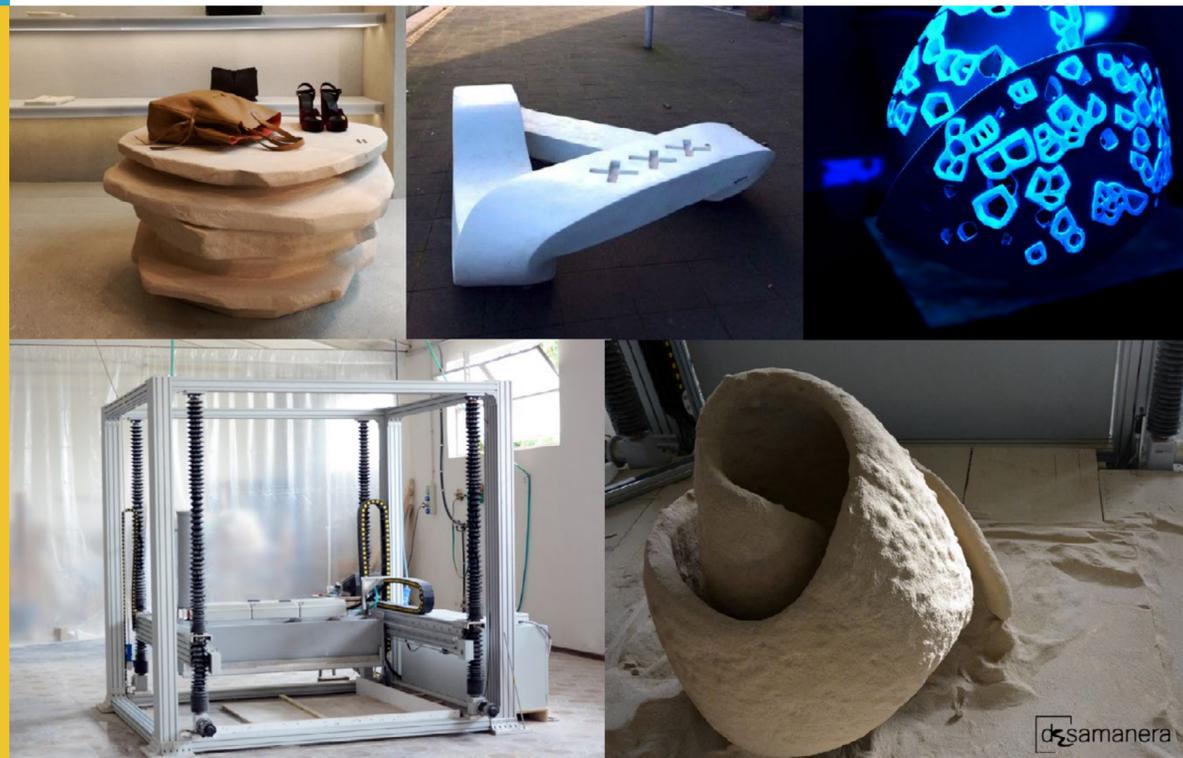
”

“From the pilot project we expected to know what is servitization and we discovered an effective methodology to identify the right ideas, test them and implement them. Thanks to the meetings with other companies, many ideas were gathered from different points of view, sectors and professions; the project could include follow-up meetings even during the implementation phase of the planned service.”

The company

Desamanera is an innovative startup operating in the field of additive manufacturing, commonly known as 3D printing. Technology, techniques and materials are entirely studied and developed with the support of Universities, research institutions and other private companies; now it is a patent pending technology, one of the few that operates in large dimensions and the unique worldwide to use minerals and totally natural binders.

It is focused on two business areas: it produces customized stone 3D printers; it offers 3D printing service for minerals and the exclusive surface finishing MarbleSkin™ application service. The company fuses together two worlds which seem to be apart, at first glance: digital manufacturing and craftsmanship.



The servitization pilot project

During the pilot action the company identified two service concepts.

For the 3D printing market, the idea was to create a diagnostic service to improve collaborative design between Desamanera and its clients. The logic behind is to separate the diagnostic service from the other design support services, at present it is embedded as a phase of the 3D printing process. The diagnostic service incorporates advantages for both customers and company. On one hand new service is going to strengthen partnership with clients in order to create collaborative design manufacturing and on the other hand it will select the best-in-class technologies available

To develop the diagnostic service a relevant period is identified to collect, quantify and evaluate client's requests and related internal activities. At the end of this phase, it will be possible to determine workload, lead time and price offer. The diagnostic service will be introduced within the end of 2020 worldwide.

The second service concept was for surface finishes. The idea was to easily communicate the visual and tactile characteristics of MarbleSkin™ thanks to an online “Finish Configurator” that facilitates decision-making allowing the client to try different alternative combinations before deciding the surface finishes. The service itself is not profitable, however it is considered strategic to approach new clients who can try different alternative combinations as it happens in other markets (e.g. automobiles, interior design, etc).

The “Finish Configurator” is currently under the development by a dedicated team. It is expected a beta version by the end of 2019 and company is planning to introduce the new service to the market in 2020.

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Friulpallet

www.friulpallet.com

COUNTRY/REGION
Italy / Friuli Venezia Giulia

INDUSTRY
Wood processing

SIZE
Small enterprise

YEAR OF ESTABLISHMENT
1977

The company

Friulpallet is a company with tradition. They started in 1977 but its origin is even older. Back in 1957, Celso Petrigh decided to travel the Atlantic to find better fortune there. Working for a Canadian forestry company and a sawmill he learned the trade. Celso has made woodcraft first a passion and then a business. Back in Friuli, in 1962, he started with wood felling (cutting down trees). In 1977, he opened a sawmill for the production of pallets and wooden packaging.

After starting and expanding the business Celso managed to pass on his passion to his sons who are now running the company. They produce wooden packaging for regional manufacturing companies that sell and ship their products all over the world.

The servitization pilot project

Friulpallet developed an interesting service they could offer their customers in the future. The idea is to create a special online video training that would teach how to recover used wooden packaging. They plan to commercialize the video and this way enter a new, until now unfamiliar, market.

Going online – also for traditional manufacturing companies – makes a lot of sense. Nowadays, important market segments – especially of younger people - are harder to reach with traditional media. "Online tools in our sector are very rare. The development of an online service is, therefore, an attractive idea. This type of marketing strategy is a good way to increase revenue and grow the company," Friulpallet explains.



"When I started participating to the pilot action, we already had some ideas to innovate production and develop a new service to be offered to our manufacturing companies. The workshops of the pilot action were a useful opportunity to better focus on such ideas, evaluate pros and cons, define possible activities, thanks to the use of the methodology and the support from the project's team."

Franco Petrigh
DIRECTOR



IT+ROBOTICS

www.it-robotics.it/en/



COUNTRY/REGION

Italy / Veneto Region



INDUSTRY

Machine Vision



SIZE

Small enterprise



YEAR OF ESTABLISHMENT

2005

”

When we started with the pilot action, we weren't sure to reach our goal. Working step by step, the path has become clearer and now we are working to improving our service. It's a long way but I'm sure to win this challenge.

The company

When IT+Robotics has been founded in 2005, its creators had a clear mission in front of their eyes: transferring the academic research into reliable solutions for industry and manufacturers. Since then the team of professors and researchers in the field of robotics become one of the leaders of the industrial vision market – both in their native Italy and abroad. IT+Robotics has developed hardware and software 3D vision systems that can detect flawed or defected pieces in the manufacturing. Their solutions optimize the product line by not only discarding non-compliant items but also by gathering information on the detected flaws. This saves time and costs. Companies – mostly manufacturing and system integrators, big or small – can increase efficiency by reducing the margin of error and limiting the need for operator support.



EYE T+ INSPECT
INSPECTION THAT WORKS

The servitization pilot project

IT+Robotics wants to increase its share on the 3D automated quality inspection market. Quality inspection is about overseeing any aesthetic defects and missing parts of the production. It is usually done by workers with low specialization skills. Since the nature of the work requires undivided focus, the performance of the employees usually decreases dramatically (30-40%) after half of the time-shift. Companies are wary of having these tasks automatized since the costs for workers is relatively low. This makes the return of investments in automatization not always clear enough. During the project, IT+Robotics has come up with a clever idea how to solve the problem. They developed a plan to create a free online service called “an automation ROI calculator”. This way, corporate customers could accurately estimate the economic advantage in adopting automation solutions.

Latofres Srl

www.latofres.com



COUNTRY/REGION

Italy / Friuli Venezia Giulia



INDUSTRY

Mechanic sector



SIZE

Small enterprise



YEAR OF ESTABLISHMENT

1979

”

“When we started participating to the pilot action, we already had some ideas about new services to be offered to our actual and potential new customers. The workshops of the pilot action were a useful opportunity to better focus on such ideas, evaluate pros and cons, define possible activities, thanks to the use of the methodology and the support from the project's team.”

The company

The company is focused on high precision turning and milling operations on different types of materials (steel, aluminum, titanium, etc.) and is characterized by high productive flexibility and efficiency. Customers are Italian and European companies (in particular from Germany) operating in different industrial sectors: electronic and medical equipment, textile machinery, hydraulic and pneumatic, etc.

In the last years Latofres has been implementing an innovation strategy based on the introduction of advanced robotic machinery, equipped with sensors for the control of production data (e.g. remote monitoring) and highly automated, in order to improve the quality level of services in terms of monitoring and traceability of the production process requested by customers.

Considering such strategy, the company participated to the pilot action to have the opportunity to go in depth in the potential new services that could offer thanks to the new technologies.

The servitization pilot project

The new service the company identified during the pilot action is the management of raw materials, coming from and owned by customers (in particular the German ones), in Latofres' warehouse until the production order from the customer itself.

The benefit for customers is the possibility to buy huge amount of raw materials at lower costs, send them to Latofres which will use them according to the customer's production order. The customer can monitor day by day the production process and the availability of materials.

If the new service is fully implemented in the company's strategy, it could radically change the business model, since Latofres should build/rent a new warehouse (in which storage the raw materials) and have technologies and skilled staff to manage it, needing financial resources.

For this reason, the company is still defining how such new business model should be implemented.



SUPPORTING INSTITUTION VENETO FRIULI INNOVAZIONE RESEARCH AND TECHNOLOGY TRANSFER CENTRE

Lavagnoli Marmi Srl

www.lavagnolimarmi.com



COUNTRY/REGION

Italy / Friuli Venezia Giulia



INDUSTRY

Stone processing



SIZE

Small enterprise



YEAR OF ESTABLISHMENT

1957

”

“The program let us acquire new skills and contributed to a better internal organization in order to improve our offer with tailored services as a “problem solver” for architects and entrepreneurs working in the building sector.”

Gianna Comuzzi
MANAGING DIRECTOR

The company

The company works in stone processing for furniture, buildings, contract and shipbuilding sectors.

In the shipbuilding, Lavagnoli develops turnkey renovation and refitting projects, featuring highly sartorial skills, organizing the planning, processing, packing/transport and laying, as a third-party highly skilled subcontractor.

Recently, the company has specialized in the processing of design wall coverings. Its main customers are architectural design studios and general contractors - from Europe, USA and North Africa - for which Lavagnoli started delivering added value services enriching its offer, thus without a formal acknowledgement. In such context, the company needed to better define its value proposition in particular in wall coverings.

The servitization pilot project

During the pilot action, the company further developed the concept and delivery process of added value services connected to the wall coverings augmented products. The action opened company's mind, helping them to focus on intangible elements delivering value to their products, that were not considered before, namely their ability as “problem solver”.

The business model was better defined and after the pilot the company started with the implementation steps that would lead towards the commercialization: the new offering was presented at the international fair Marmomacc in Sept. 2018 with positive feedback from potential clients (mainly architects and building industry).



SUPPORTING INSTITUTION VENETO FRIULI INNOVAZIONE RESEARCH AND TECHNOLOGY TRANSFER CENTRE

Anigmoteh d.o.o.

www.anigmo.com/en/

 COUNTRY/REGION
Slovenia

 INDUSTRY
Electronics and Electrical industry

 SIZE
Small enterprise

 YEAR OF ESTABLISHMENT
2011

”

“As an innovative company, we find SIM tools useful and we succeed in developing several ideas that help us to maintain our market position. It is also the only way to make sound decisions and seize opportunities, as the recent Covid 19 pandemic. Our switches are wireless and therefore suitable not only for smart homes but also in other environments requiring antiseptic surfaces.”

Patricija Frumen
CO-OWNER

The company

Anigmoteh is a leading provider and developer of touchless & dimming technology.

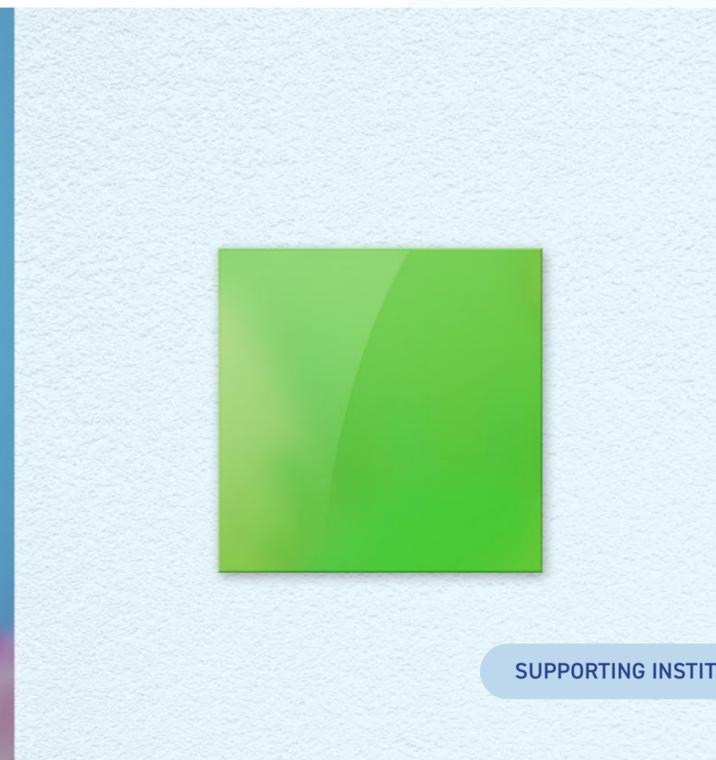
The company's flagship product is a wall-mount touchless light switch, which has been transformed over the years with improved performance and higher reliability. One of the newest additions is the dimming function which is also with some undimmable bulb types. The main advantages of the products are its performance and inconspicuousness as the switch can be hidden under various surfaces.

The company is currently facing a challenge as their instruction manual for installing switches is rather complicated and deterrent for potential customers. Their biggest motivation for participating in the pilot is therefore to develop an easy-to-use instruction manual. Their customers come from various fields e.g. medical, industrial as well as individual customers building their dream smart home. At the same time, their marketing and sales team did not sufficiently enable growth.

The servitization pilot project

The company pledged to develop a comprehensive and well-defined installation manual as it is necessary for the installation process done by the customer. The company or its distributors will also provide an installation service to facilitate the installation process. In addition, they will educate and motivate intermediate service providers e.g. architects and technology providers identifying their advanced competitive advantage using a simple and clear message that will be delivered to them as well as provide them with a clear presentation for installation.

Including these services will make their portfolio more user-friendly and compelling for both major customer segments: high-end residential and industrial/medical (which focus on cleanliness or disinfecting). In the process of the pilot, they developed the service and had it tested later on.



SUPPORTING INSTITUTION TECHNOLOGY PARK LJUBLJANA

AlgEn d.o.o.

algen.eu

COUNTRY/REGION
Slovenia

INDUSTRY
Biotechnology

SIZE
Small enterprise

YEAR OF ESTABLISHMENT
2010

”

“The servitization pilot workshops were useful for us as expert helped us to develop a well-thought out plan for our future activities and how to integrate them into a more successful business model.”

Borut Lazar
CEO

The company

AlgEn expert team is composed of leading researchers in the field of algal technology in Slovenia.

Algal technologies have the potential to change the world. Production of biofuels, production of vitamins and efficient wastewater treatment are just some of the examples. AlgEn is one of the leading world experts that can turn that potential into reality. They are especially focused on the production of industrial algae in food and recycling industry as well on R&D. Their main source of income are various EU and other development projects. AlgEn provides hardware to customers while the know-how is provided free of charge. Since the algal market in Europe is small, the company hasn't done any intensive marketing as its customers are primarily research institutes and companies. This means that they have to approach potential customers on a personal level at field-specific events. They wish to develop a better and more defined marketing strategy tailored to their customers and design a clear-cut industrial product package.

The servitization pilot project

In the pilot, the company has gained a clear vision on how to market their services and make them more profitable. They developed a “turn-key-package” which makes sure that their know-how will be included in the final price, along with hardware, materials, and installation. Monthly diagnostics in the utilization phase of a contracted project is also included. The necessary data will be centralized and therefore easy to analyse and compare. They have also started working on a modular package that can be easily adapted to the needs of industrial partners and to serve as a marketing tool. They believe that the payment scheme should be simple and understandable for all customer segments. And the end goal? To give users complete knowledge and know-how of the system so they can use it independently.



SUPPORTING INSTITUTION TECHNOLOGY PARK LJUBLJANA

Modri planet d.o.o.

www.3dsurvey.si

COUNTRY/REGION
Slovenia

INDUSTRY
IT solutions

SIZE
Small enterprise

YEAR OF ESTABLISHMENT
2011

”

“Having an opportunity getting to know and learn, as well as implement the Service Innovation methodology, helped myself and the company to apply these principles when internal growth hacking is in question.”

Tomaž Izak
CEO

The company

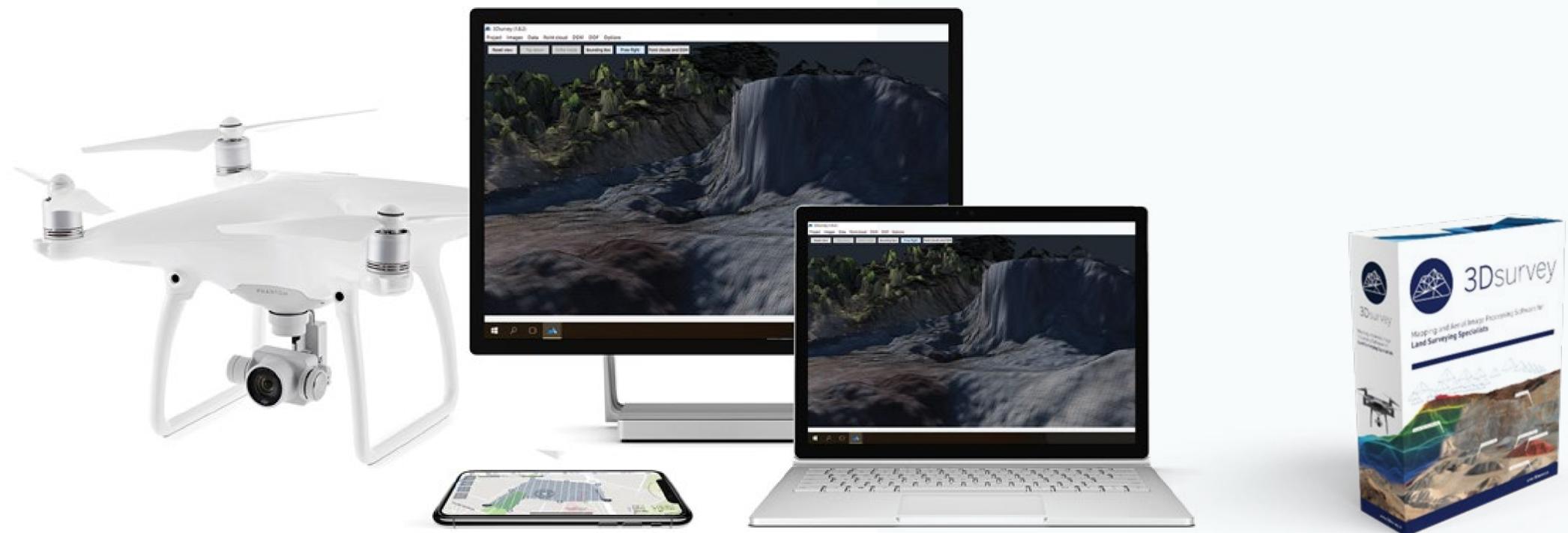


3Dsurvey - Mapping and Aerial Image Processing Software is developed by company Modri planet d.o.o.

The company developed software for digital surface mapping based on 3D imaging using drone photo equipment. They developed a software with various functionalities: orthophoto, volume calculation, point cloud and interactive 3D measurements, among many others. The software is also compatible with a mobile app, with which one can more efficiently use a drone as a surveying tool. Their motivation to join the pilot project stems from their intention to improve their customer service within existing services.

The servitization pilot project

The servitization proposition for their products was a more systematic, comforting presales support. It was also made apparent that the product sometimes gets presented only in a technical manner, which does not ensure long-term customer loyalty and they have therefore made changes in their customer support process. Such changes will also greatly increase their competitive advantage on the market, having made more long-lasting relationships with their customers.



Gambee (Proizbira d.o.o.)

www.gambee.eu

 COUNTRY/REGION
Slovenia

 INDUSTRY
Gambling

 SIZE
Small enterprise

 YEAR OF ESTABLISHMENT
2010

The company

The company supplies electronic casino roulette tables which provide a comfortable and intimate player experience. The tables are distinguished by their modern design and an intuitive user-interface. They are highly modular as they can be set up in many different configurations and come with compatible software that can be used for data analysis and diagnostics. In addition, the company provides customer support regarding maintenance, troubleshooting and upgrading of their products. Product quality and well developed distribution network enable sustainable company growth.

Currently, they are present in 45 countries around the globe. In the pilot, they aspire to build on the business side of their products and to improve their customer support with a more satisfactory and informative approach. Servitization should provide a competitive distinction for the company.

The servitization pilot project

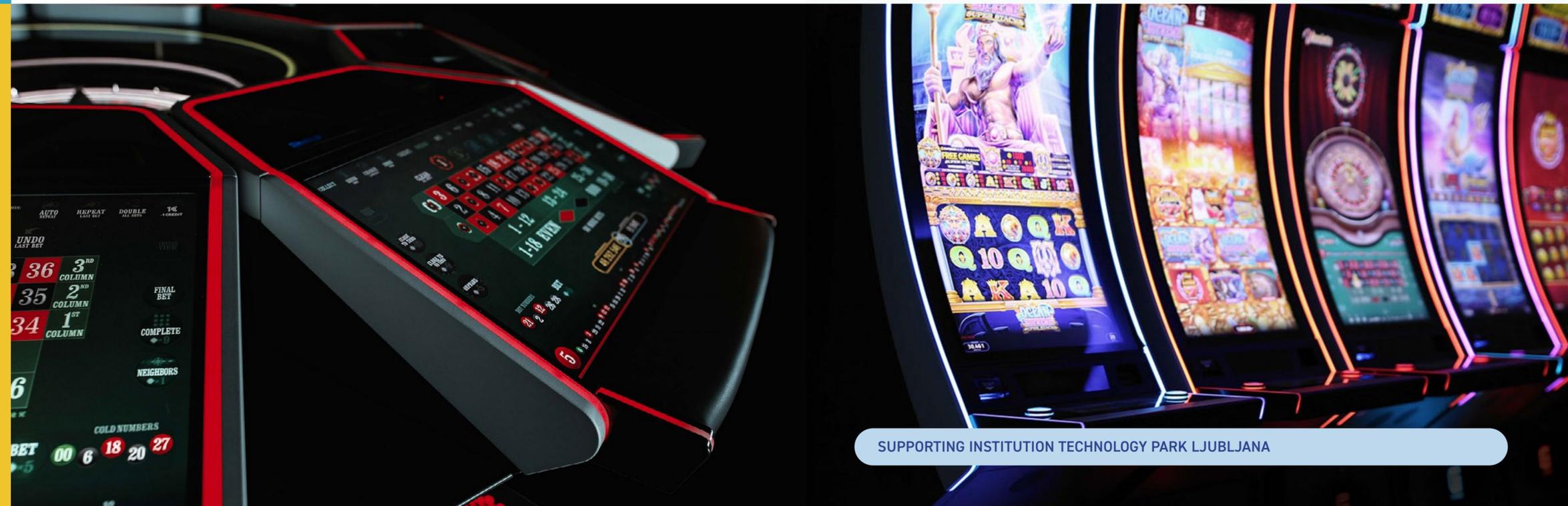
During the pilot workshop participating team realized that companies' servitization model should include a more systematic and comforting presales support that enhances the utilization of tables by providing psychological knowledge to the customer, such as color schemes within the room, table positioning etc. Furthermore, they should focus on providing stronger post-sales support to maximize table performance.

Servitisation process gave them in depth insight into internal processes from different angle and defined servitisation actions represent a basis for reviews, new business model development and consequently improved business performance expected.

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“We will definitely take into account the lessons we have learned through servitization workshops where we have developed few concepts aiming to provide more service-focused aftercare to our customers.”

Mario Barukcic
CEO



SUPPORTING INSTITUTION TECHNOLOGY PARK LJUBLJANA

Paywiser (Intech d.o.o.)

paywiser.eu

COUNTRY/REGION
Slovenia

INDUSTRY
IT solutions

SIZE
Small enterprise

YEAR OF ESTABLISHMENT
2004

The company



The company developed an Android based smartphone app Paywiser that allows users to receive payment anywhere and anytime in order to simplify bill handling and cashier related activities for the merchant (POS system).

Paywiser enables the user to monitor item stock and tax calculation as well. In recent years, they have also taken on payment card processing through which they facilitate online, mobile and periodic payments for banks on a global scale. Regarding this, they are working with banks from Great Britain and Denmark.

Their goal in the pilot is to identify technically oriented triggers for sales expansion and to improve the business side of their sales pitch.

The servitization pilot project

The main focus of servitisation for was to develop a compact customer gain engine which should enable troubleshooting of the client's payment process and offer immediate solutions to detect problems.

Regarding this, the service should be customizable to allow easier and more intuitive workflow for the user. The sales dialogue should be simplified to a concise and professional form tailored to the customer.

Developed solutions are technical in nature as the team is predominantly tech oriented. At the same time, due to the SIM methodology, team was encouraged to gear towards improving their marketing and sales side of their solution.



"This pilot allowed us to formulate a better strategy for challenges we were aware of already. It was a very useful experience which supports us in development of new add-ins and upgrades with a final goal to improve user experience."

Igor Lavrih
CEO



Terra Nullius d.o.o.

www.ribiskekarte.si/en

 COUNTRY/REGION
Slovenia

 INDUSTRY
IT solutions

 SIZE
Micro

 YEAR OF ESTABLISHMENT
2012

”

“We hope to solve the difficulties in market entry to foreign countries based on knowledge and experience we gained through this pilot.”

Boštjan Lipnik
CEO

The company



App and website developers for the fishing industry.

The company developed an online and mobile platform for selling fishing licenses in Slovenia and neighbouring countries. Their product simplifies the purchase of fishing licenses for fishermen. In addition, it offers feedback to fishing district officials for easier fishstock control, and supervision of water areas and fishguards.

Their aim is to become the leading service in Europe in this segment. The main issues they face is the acquisition of individual districts that are managed by local authorities and their online service not gaining enough traction among non-technically inclined district managers. Although the procedure and control on platform is simple, district managers are loyal to classical channels. That is why the company should enlarge the offer of their services to appeal to new potential customers as well as satisfying current ones.

The servitization pilot project

The servitisation effort is focused on offering the desired districts a free listing on the European map. A simplified version of the listing would show the main characteristics of the district with photos, while an advanced listing would enable online fishing license sales, reservation of fishing spots etc. This will serve as a functional basis for acquiring customers and strengthening their foothold in Slovenia and abroad. A form of franchising is recommended to solve customer relations with district managers, service sales and support. Other portfolio enhancements also include: online educational materials, webpage commercialization, a web forum where participants can share fishing information. Such activities can improve user loyalty and benefit the company in the long run.



SUPPORTING INSTITUTION TECHNOLOGY PARK LJUBLJANA

ELASTICA Ma- tratten-Schaum- stoffe-Zubehör GmbH

www.elastica.at



COUNTRY/REGION

Austria



INDUSTRY

Mattresses



SIZE

Medium sized enterprise



YEAR OF ESTABLISHMENT

1976

”

“Thanks to the project, we got to know new and innovative methods for the first time.”

Philipp Kreutzer
OWNER

The company

ELASTICA Matratzen-Schaumstoffe-Zubehör GmbH is a medium sized company situated in the region of Salzburg, Austria and is specialized in the production of mattresses. ELASTICA is specialized in the development and production of high quality mattresses and sleeping systems: cold foam, spring core and latex mattresses, bed inserts, bedding, boxspring beds, couches and armchairs. Distribution works through furniture and bed retailers. The main exporting countries are Germany, Italy, Bulgaria and Switzerland.

The current challenge is to build up experience in developing and doing service innovation for the customer.

The servitization pilot project

The pilot action was the start to analyze the whole value chain and the relevant stakeholders. There they found out that the way of the product to the customer can be a hot potato. So they started to reorganize the process. They included digital tools to increase the service level for the customer especially in case of problems that now can be solved in a much shorter time.

Unsere Mission: Gesunder Schlaf



MADE IN
Salzburg



elastica
SCHLAFSYSTEME

UNSERE LEBENSBLANCE?

GESUNDER SCHLAF

SUPPORTING INSTITUTION INNOVATION & TECHNOLOGY TRANSFER SALZBURG

LUGAMA GmbH

www.lugama.at



COUNTRY/REGION
Austria



INDUSTRY
Commercial kitchens



SIZE
Small sized enterprise



YEAR OF ESTABLISHMENT
1993

”

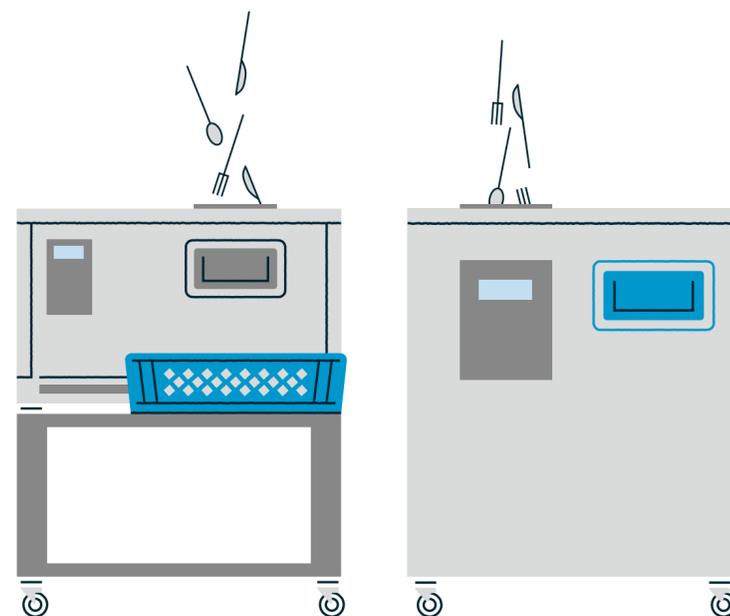
“We were able to learn a lot about service innovations in a short time. The exchange with other companies was very helpful.”

Herbert Sampl
OWNER

The company

LUGAMA
GROßKÜCHENTECHNIK

Since their beginning more than 20 years ago in the well-known Salzburg holiday region of Lungau, LUGAMA GmbH is one of the leading full-service suppliers of commercial kitchens and refrigeration technology in the Land of Salzburg and is the market leader for cutlery polishing machines in Austria. Their customers emphasize strongly on quality and service because delays and downtimes can lead to economically critical situations. For this reason, LUGAMA is striving to improve the services and see a great opportunity to bring the benefits of the digital age to the services and to minimize the downtimes to zero without increasing costs for the customer.



MADE IN
AUSTRIA

The servitization pilot project

As part of the pilot action, the support process, the interface and the data base to the stakeholder were analyzed comparing the needs of the market. From this they saw a challenge in the design of using digital services on site of the customer. As a result the company started to design awareness instruments to use digital services and prepared interfaces for the customer in order to achieve the benefits of predictive maintenance.



SUPPORTING INSTITUTION INNOVATION & TECHNOLOGY TRANSFER SALZBURG

Messermacher Kappeller GmbH

www.messermacher.at

-  **COUNTRY/REGION**
Austria
-  **INDUSTRY**
Metal processing
-  **SIZE**
Small sized enterprise
-  **YEAR OF ESTABLISHMENT**
2003

The company

Richard Kappeller is a master of hand-made knives. Back in 2003, he founded Messermacher Kappler in Salzburg that produces high-quality and beautifully designed knives. Richard does not only produce knives; he also teaches enthusiasts to make them by themselves. The majority of his customers are living in and around Salzburg, but international demand has increased enormously in recent years. The challenge Richard faced is one that many entrepreneurs are hoping for: he is swamped with hundreds of orders from different customers that all want personalized and high-quality knives. But the necessary resources are limited and expensive. This created a need for intelligent processes and digital tools that would help Richard streamline the order processes and make his business grow even further.

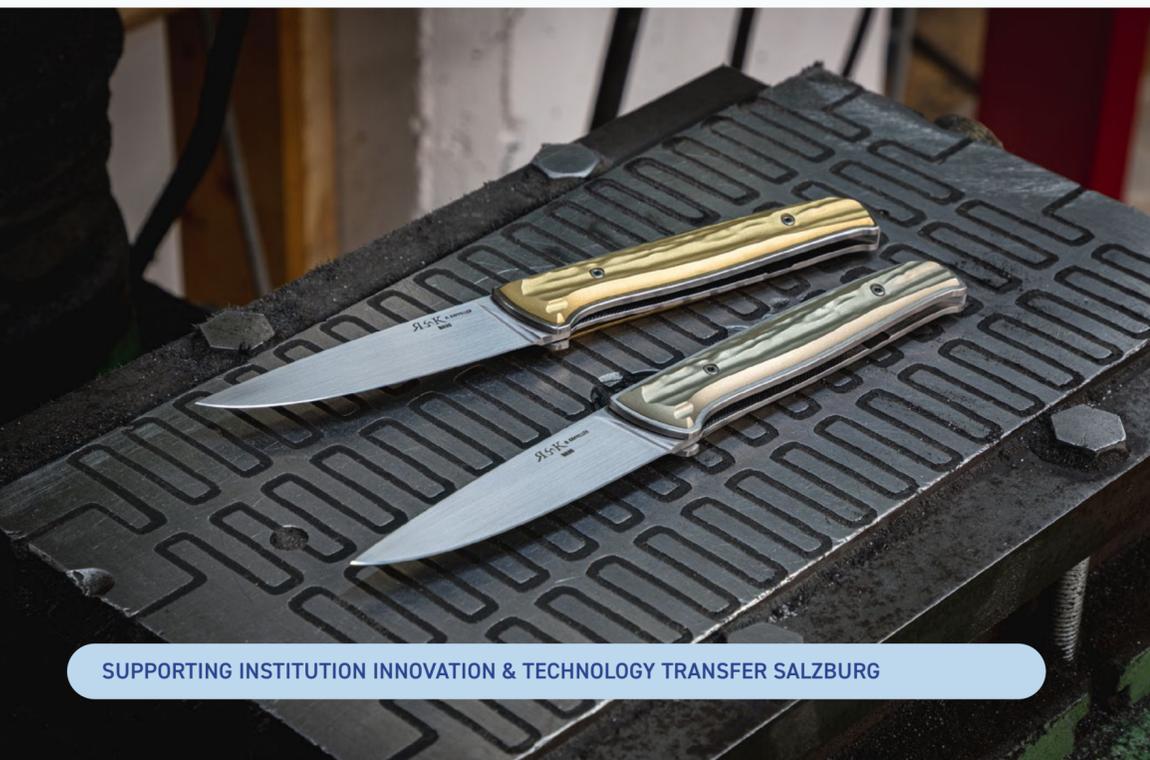
The servitization pilot project

As part of the pilot action, all processes in the company were examined and questioned. Richard analysed the needs and desires of the customers. He realized that the manual production has to remain but at the same time combined with benefits of small series. He also defined an online configurator that visually and intelligently supports customer service and integrates the customer data into the company. Richard went even further; during the pilot, the production process has been additionally improved and automated with the use of robots while keeping the craftsmanship quality. The company is currently reorganizing and validating the processes.



“The pilot action was very helpful on my way to digitalize my manual production. Through an intensive perception on my company and the whole business model from the outside I was able to rethink the integration of new digital tools. Now I am able to combine manual work and cyberphysical systems in the best way. The clarification throughout the pilot action helped me a lot in the development of my strategy to implement these digital tools.”

Richard Kappeller
OWNER



SCHILDER Systeme GmbH

www.schilder-systeme.com

COUNTRY/REGION
Austria

INDUSTRY
Printing orientation systems

SIZE
Small sized enterprise

YEAR OF ESTABLISHMENT
2007 (1985)



"We have managed to open up new territory for the future customer."

Manfred Seeleitner
OWNER

The company

The company was founded in 1985 in Oberndorf, a small town close to the city of Salzburg. It develops, produces and trades guidance and orientation systems throughout Europe. The company is the leading manufacturer of tactile plans in Austria and the only company in Austria that has tactile systems in order to be able to make objects accessible to people with visual impairment. SCHILDER Systeme currently offers B2B expert solutions. In order to achieve a better market penetration in the area of B2B or even a market development in the field of B2C, SCHILDER Systeme wants to establish a new digital interface in the market.



The servitization pilot project

The pilot action targets on the design and establishing of a new digital interface to an international market. Therefore started a broad analysis of the relevant stakeholder in B2B and B2C that was compared to the portfolio of SCHILDER Systeme. Doing specific customer journeys SCHILDER Systeme transferred this know-how to a new digital channel for the market. At present SCHILDER Systeme makes its first experiences using this tool on an international level generating sales.



StM Stein-Moser GmbH

www.stm.at/en/

COUNTRY/REGION
Austria

INDUSTRY
Waterjet cutting systems

SIZE
Medium sized enterprise

YEAR OF ESTABLISHMENT
1974



“We received a lot of input from external partners which helped us gain completely new views on our company.”

Monika Lorenz

The company



StM Stein-Moser was founded in 1974 situated in the region of Salzburg, Austria develops and produces waterjet cutting systems. The company develops and produces water jet cutting systems for the steel, aluminum, metal, plastic, sealing material, stone and glass industries and is the Austrian market leader and also among the leading suppliers of water jet cutting systems within Europe.

In order to serve our international customers in the best way StM challenge is to build up a working interface for the customers.

The servitization pilot project

The pilot action focused on the analysis on new services, especially in the area of used abrasive sand. Therefore StM started a data and knowledge analysis on the relevant data of water jet cutting systems to build up the technological base for an interface. The results became the seed for a new R&D project.



SUPPORTING INSTITUTION INNOVATION & TECHNOLOGY TRANSFER SALZBURG

STERILSYSTEMS GmbH

www.sterilsystems.at

 COUNTRY/REGION
Austria

 INDUSTRY
Mechatronics

 SIZE
Small sized enterprise

 YEAR OF ESTABLISHMENT
2006

”

“The pilot action helped us to find new ways of dealing with innovation. The input from experts from outside the company was very stimulating.”

Karl Heinz Schröcker
OWNER

The company

STERIL SYSTEMS⁷

For more than 30 years, STERILSYSTEMS GmbH is one of the pioneers for the development of highly effective devices for UV-C-air sterilisation, UV-C-water purification, UV-C-surface sterilisation, as well as neutralisation and drying of room air. The increasing requirements of their customers encouraged the company to find new solutions and products in a growing range of applications. The strengths of R&D are based on the close contact to the customer and the flexibility. Due to the successful and rapid growth in the last years, the company started in international markets, where the exchange with the customers was not of the same quality as with regional ones. Therefore arose the challenge to implement service innovation to the international customer to get closer to their needs and requirements.

The servitization pilot project

As part of the project, all interactions with the customer were evaluated using an international stakeholder map. The next steps focused on the gains and pains in the market on the one hand and the competences inhouse on the other hand. This was the base to define a new innovative service to the international market bringing the engineering competence to the clients and the problems to STERILSYSTEMS. Therefore a virtual workspace was installed that allows to offer engineering service competence on site of the customer especially in foreign markets and uses the whole range of know how located in the southern parts of the Salzburg Region, the Lungau.



SUPPORTING INSTITUTION INNOVATION & TECHNOLOGY TRANSFER SALZBURG

Quadcover GmbH

www.quadcover.de



COUNTRY/REGION
Germany



INDUSTRY
Software



SIZE
Small enterprise



YEAR OF ESTABLISHMENT
2018

”

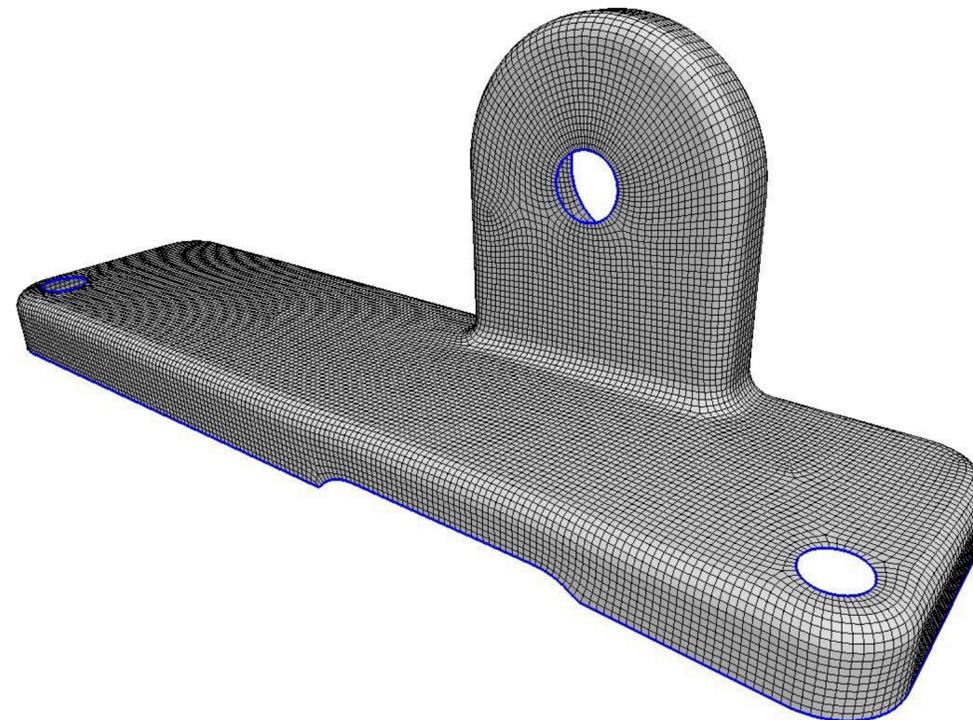
“The THINGS+ consultation gave us insights into new tools for the evaluation of business processes, our customers and the business model itself. Different customer segments were re-evaluated and a new service was identified.”

Thomas Jablonski
CEO

The company

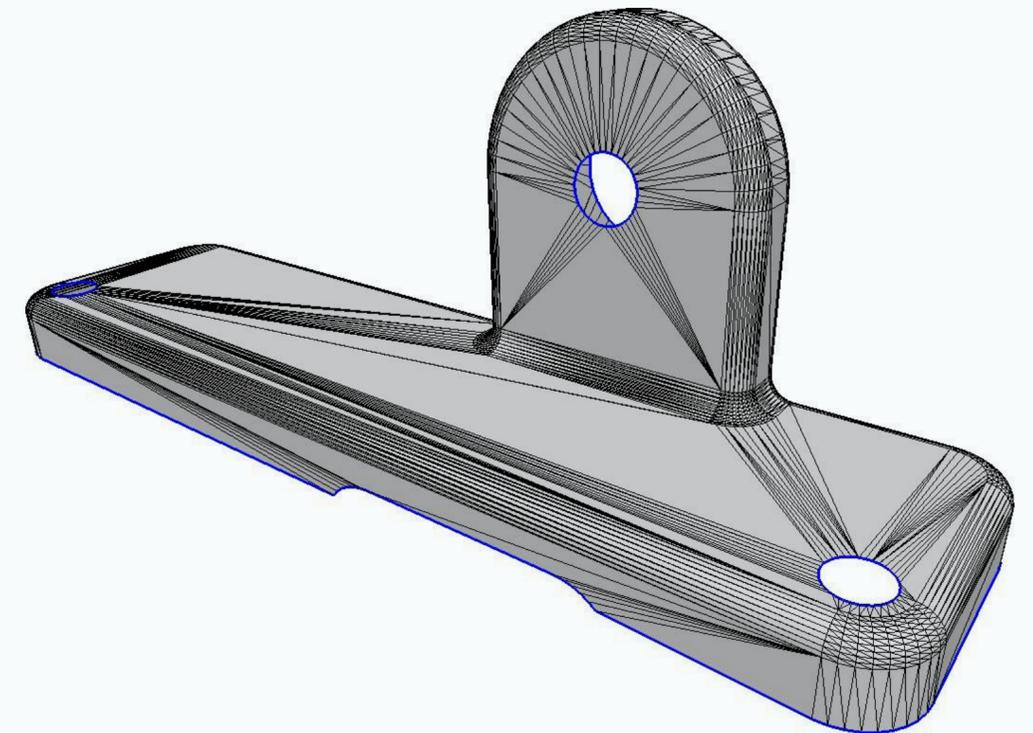


Virtual simulations are performed to improve the design before a mechanical part will be manufactured. To get truthful results from virtual simulations a mesh representation of a mechanical part is necessary. Because current software solutions compute meshes with insufficient quality, engineers optimize them by hand. The Quadcover software tool is able to mesh geometries with the highest degree of quality and automation on the market. The tool is able to automate repetitive and manual processes within all computer-aided engineering (CAE) processes, including, but not limited to additive manufacturing, virtual simulations and prototyping. Since the foundation of the company, the CEO tries to involve clients to its offers. Typical customers of the company are architects and design offices. The company wanted to check the offered products and services and to further develop them.



The servitization pilot project

With THINGS+, Quadcover identified that one part of the business model could be a customer specific service. In particular, the company would like to offer its clients to operate and adapt the software tools according to the needs of their customers. This reduces the initial level of acquisition of new unknown software products for customers. A fast commercialization of the service is not possible, as the software has to be further developed extensively. A new employee will be hired for that. The company strives for new clients in the EU and the USA, especially in the automotive sector.



SUPPORTING INSTITUTION BAUTZEN INNOVATION CENTRE

Rematch Data Technologies GmbH

www.rematch.pro

COUNTRY/REGION
Germany / Berlin

INDUSTRY
Software

SIZE
Small enterprise

YEAR OF ESTABLISHMENT
2018

The company



Rematch Data Technologies is a software company that has been developing a machine learning powered B2B platform for matching suppliers and customers along the pharmaceutical value-added chain.

Their main clients come from the German pharmaceutical and medical industry. The product of the company is already very customer-oriented, but the company cannot fund both the development and marketing at this time. The problem is that funding programs are more focused on product development and do not reflect the needs of digital platform development.

The servitization pilot project

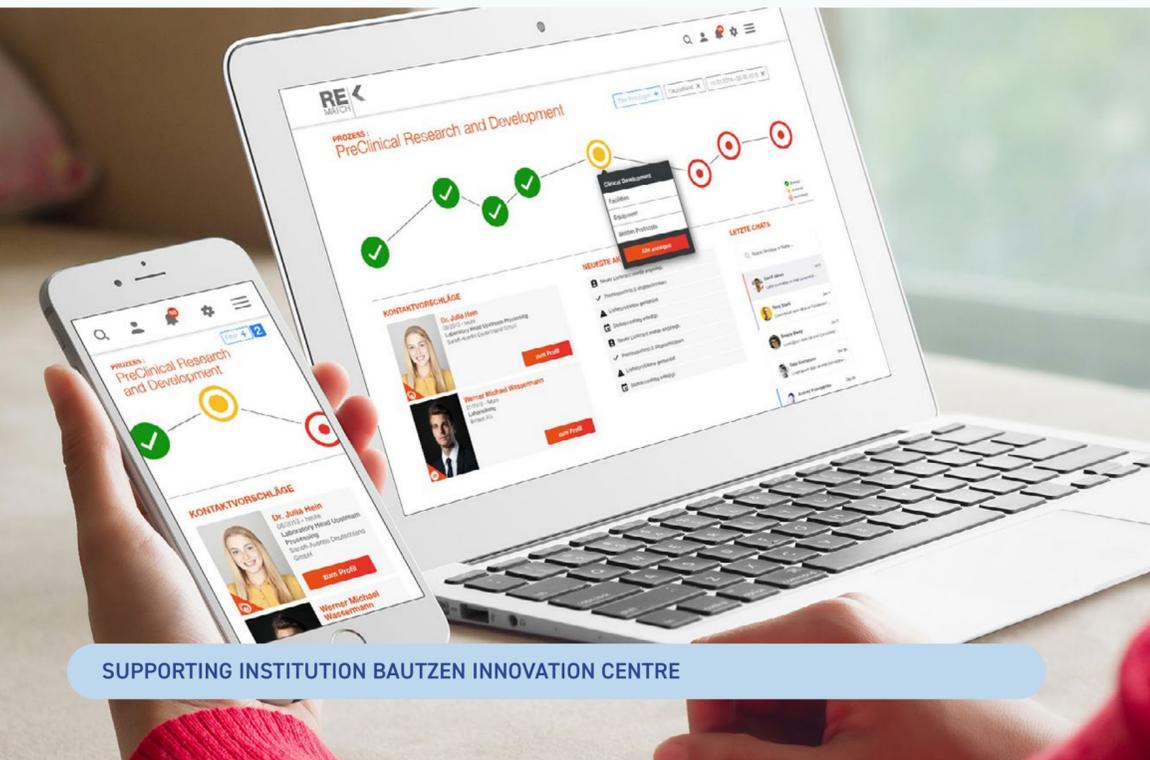
Rematch Data Technologies joined the pilot action to get new insights on how to evaluate business processes, develop new services for the clients and to come up with alternative business models. The project has given the company a much-needed perspective that has already shown results. They now consider its customers as a confederation of enterprises that interact in the framework of networks. This slightly updated business model has several advantages. Firstly, and very importantly, the company can already earn money. Secondly, their clients are more satisfied since they don't have to wait for the digitalized software tools.

Finally, the company can use the cash flow to develop the final digitalized tool which would bring in even more customers. A perfect feedback loop!



“The consultation provided us insights into new tools for the evaluation of business processes and led us to a reorientation of the business concept. It saved the company from applying for subsidies to expand the originally planned open market platform.”

Dr. Patricio López
CEO



SUPPORTING INSTITUTION BAUTZEN INNOVATION CENTRE

SIMU- Fertigungs- GmbH Sachsen

www.simu-fertigung.de

COUNTRY/REGION
Germany / Saxony

INDUSTRY
Mechanical Engineering

SIZE
Small enterprise

YEAR OF ESTABLISHMENT
2016

The company



SIMU- Fertigungs- GmbH Sachsen is active in the field of mechanical engineering products. The company is located in Bautzen.

SIMU is able to produce large but also small series. In the first two years, the company has earned a respected place in the highly competitive mechanical engineering market regionally and nationally, especially for vendor parts. The company works product-oriented, but has very close contacts to its customers from the company's beginning. On the website of the company, services linked with the final product, as material procurement and installation, are offered, too.

For the CEO, a high turnover and profit is the result of a cooperative partnership, high-quality advanced services and satisfied customers. With participating in the THINGS+ project, the company's aim was to further develop their services for customers and to get new insights in new business models.

The servitization pilot project

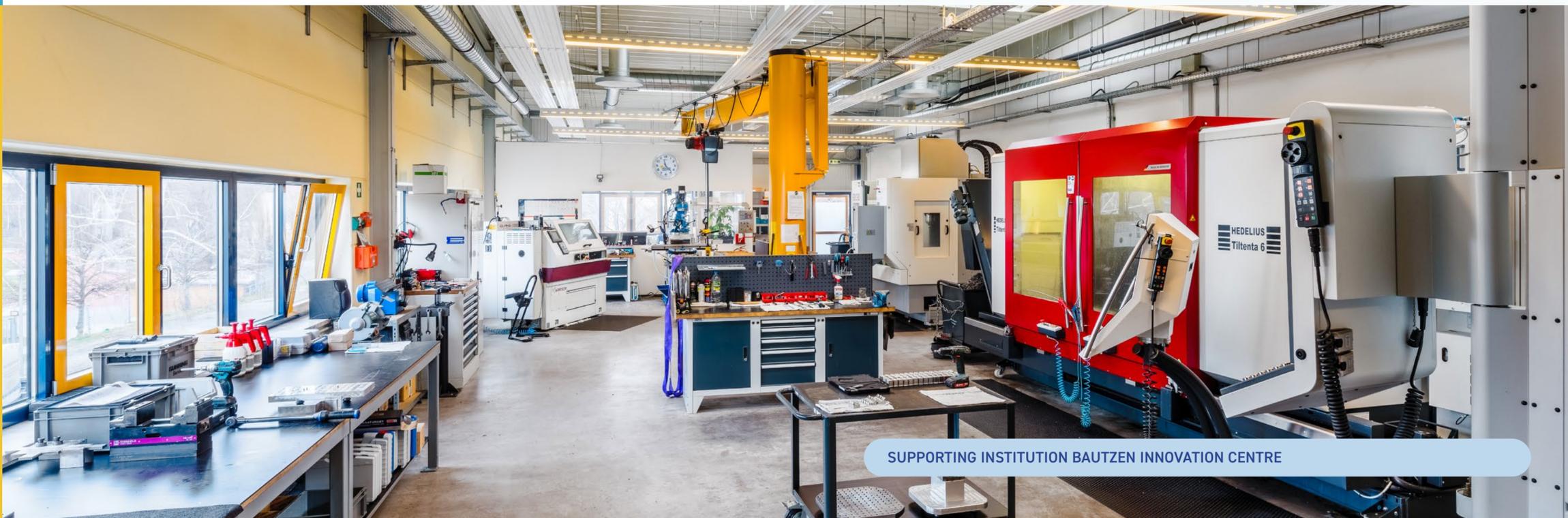
During the consultation process, the consultant and the company did not really develop a new service. The consultant encouraged the CEO to further follow the company's philosophy and to closely cooperate with its clients.

A company owned software allows the programming of special manufacturing orders for customers. This was offered by SIMU already before the consultation. The CEO has a very customer-oriented philosophy. From his point of view customer demands are an incentive for the further development of the company. The bigger the customer's challenge, the better the economic development of the SIMU company.



"From the beginning of our company, our aim was to grow with our customers. The THINGS+ project helped us in gaining deeper knowledge to our customers and their needs and will be used for the further company development."

Stefan Gerber
CEO



SUPPORTING INSTITUTION BAUTZEN INNOVATION CENTRE

Alius Grupa Ltd

www.alius.hr

COUNTRY/REGION
Croatia

INDUSTRY
Information and
communication technology

SIZE
Small enterprise

YEAR OF ESTABLISHMENT
2013

”

“The program allowed us to better understand the problems and needs of our clients, and also provided valuable support during development of additional services in order to improve our offer.”

Predrag Krndija
CEO

The company



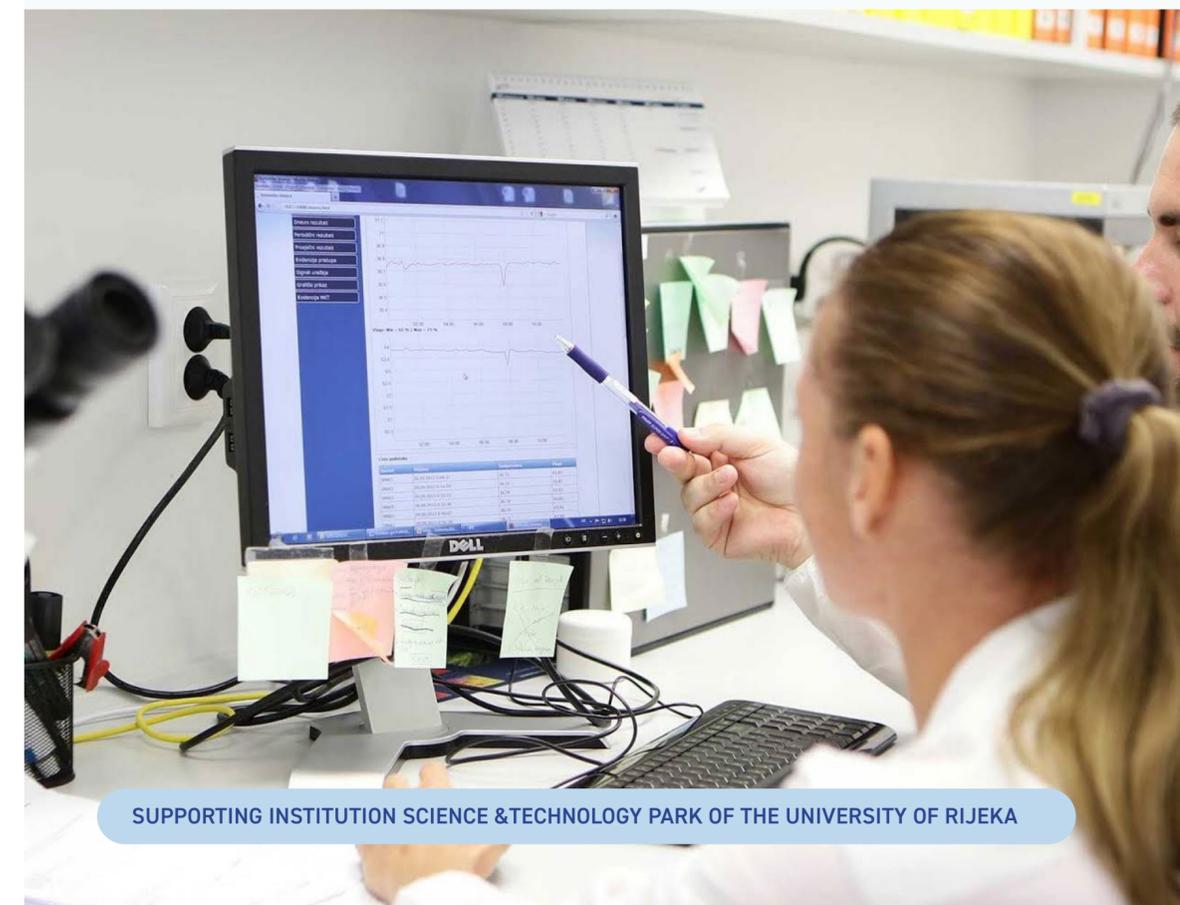
Alius Grupa Ltd is a company from Rijeka that started with providing integrated IT and telecommunications solutions for security and storage surveillance. Soon they started to develop sensors and measurement equipment which led to development of an innovative system for temperature and humidity monitoring for the pharmaceutical industry called PHARMALOGGER. The system ensures automatic, reliable and continuous monitoring of environmental conditions in all phases of drug production and distribution. The system complies with all the relevant regulations regarding temperature and humidity stability during drug production and distribution which have been published by the European Commission and the World Health Organisation.

The company started as a small provider of technical protection and surveillance, but the innovative products they developed transformed them into a regional leader in providing distribution monitoring solutions, eager to expand to foreign markets. PHARMALOGGER as a stand-alone product is not entirely suitable for their customers, therefore they soon started designing a customer experience which could entirely satisfy their needs for handling delicate pharmaceutical products.



The servitization pilot project

During the THINGS+ project pilot action, Alius Grupa designed an integrated service that supports monitoring the production and distribution of pharmaceutical products (working title: Monitoring and managing the cold chain of storage and distribution of medicines). The service is based on the PHARMALOGGER system they developed and allows pharmaceutical companies and distributors to comply with GMP (Good Manufacturing Practices) and GDP (General Data Protection) regulations. The bundle of services associated with their system creates a comprehensive solution that is well accepted by their clients. It has strengthened their position in the national market and given them more competitive advantages for entering foreign markets.



SUPPORTING INSTITUTION SCIENCE & TECHNOLOGY PARK OF THE UNIVERSITY OF RIJEKA

Interijer Color Ltd

www.incolor-kuhinje.hr

COUNTRY/REGION
Croatia

INDUSTRY
Furniture manufacturing

SIZE
Small enterprise

YEAR OF ESTABLISHMENT
2003

The company



Interijer Color is a manufacturer of high-end kitchens and furniture, situated in Lekenik, near Zagreb. Established in 2003, they soon became famous for their luxurious and well design products, not just in Croatia but also abroad. They provide design, production, customization, installation and repairs of their products within the warranty period. The company mostly engages in projects of complete furnishing of newly built houses, villas, flats and business premises. They are mostly doing business in the Croatian market, but also had projects in Central European countries, like Germany and Italy.

The existing services in their business are collaborative design, installation and repairs within the warranty period, but they are interested in supplementing their offer with new services in order to reach new customer segments. They are already significantly customer-oriented and nature of their products and their market makes it hard to add more value to their offer, but the company believes that innovative services would give them competitive advantages and possibly help them reach demanding foreign European markets.

The servitization pilot project

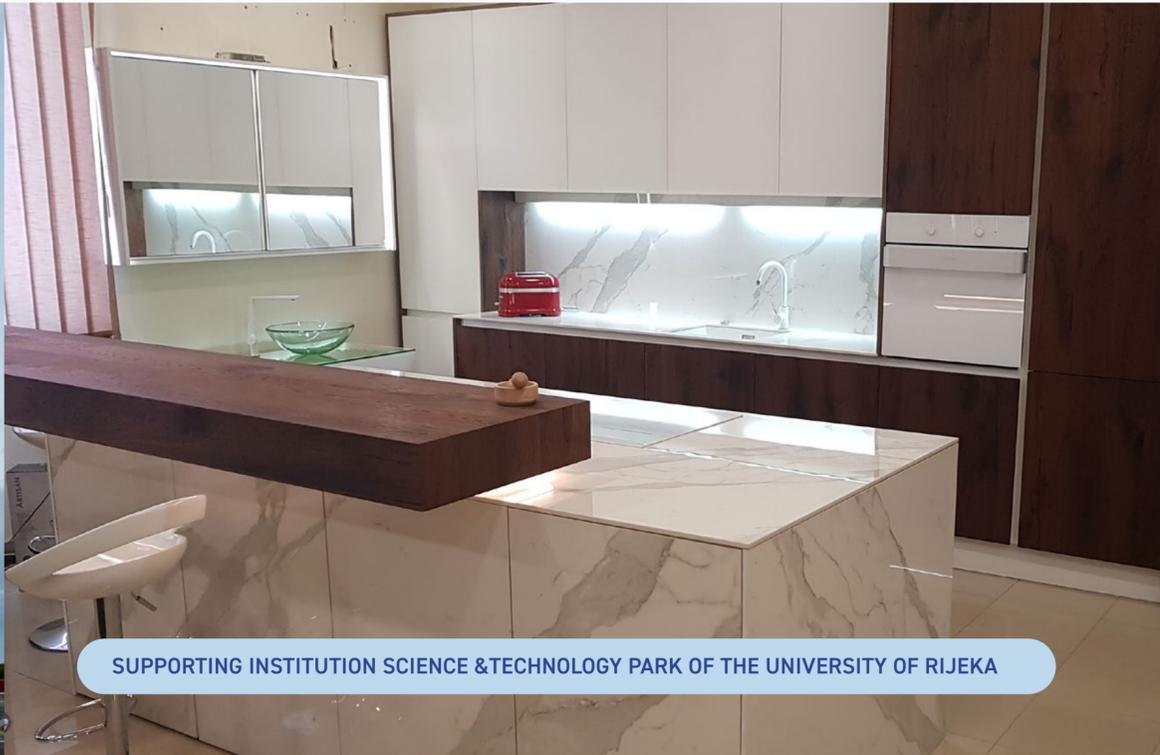
The company has a very good insight into the current customer segments, and they are familiar with their needs and expectations when it comes to luxurious high-end kitchens, furniture and interior design in general. Adding innovative services related to their products is a hard task, since already a lot of them became a standard. But going in depth into their customer's journey during the Service Innovation Methodology implementation, gave a different perspective on certain steps, which helped identify a customer segment that is yet to be served.

Participation in the THINGS+ pilot action led the company to a concept of a service for a different kind of market and a different customer segment – the construction companies that are building urban villas. This service, with a working title Setting up a showroom of a furnished living space, would include furnishing a part of a newly built real estate as a promotional preview that could also be sold on a turn-key principal. The company believes that this new approach will unlock a new customer segment in national or even foreign markets, thus bring additional revenues.



“With the help of the program, we were able to perceive the needs of our customers from different perspectives. This resulted in the identification of new customer segments that could be targeted with the adapted offer and additional services.”

Dino Kocet
SALES MANAGER



Mega Mont Ltd

www.megamont.hr

COUNTRY/REGION
Croatia

INDUSTRY
Automation technologies

SIZE
Small enterprise

YEAR OF ESTABLISHMENT
1993



“This program helped us to better perceive our present and potential customer needs, and also our own capabilities, in order to improve our offer with innovative services.”

Vedran Mikac
SALES MANAGER

The company



Mega Mont Ltd is a company situated in Matulji near Rijeka, that produces and installs automated garage doors, automated access control systems and parking systems for different premises like private properties, parking spaces or public facilities. The company's focus is on the national market and the majority of their customers are institutions within the public sector. Besides from selling and installing the automated access systems, revenues are also generated by occasional maintenance after the warranty period.

The current services they offer are installation and maintenance, but the company pursues innovative ideas in order to create new and more stable revenue streams, or even reach new customer segments. They believe that the advancements in the technology they are installing will allow them to enrich their offer with more innovative services. Also, they are hoping to reach some specific customer segments which are unable to purchase entire product because of low usability compared to price (seasonal usage) or too demanding initial investment.

The servitization pilot project

Mega Mont started the servitization process with several of their products and several of their customer segments in mind. During the workshop they gradually narrowed the focus on the most promising product and a specific customer segment – the one which has the automated entrance system directly related to their revenues, like parking lots for example. By analysing the present offer and applying customer-centricity when discovering the problems their clients encounter, they were able to redefine their value proposition.

By using the service innovation methodology, Mega Mont designed a service concept that will replace one part of their sales. Instead of selling the equipment, they will provide the service of operating the access system, while keeping the installed equipment in their ownership. The concept named Monitoring and managing the automated access control systems is based on providing the customer with the complete solution without having to buy the equipment. The customers will be charged based on a different financial model that will allow stable revenues for Mega Mont, and also minimization of variable costs for the customer, ensuring their long-term relationship.



SUPPORTING INSTITUTION SCIENCE & TECHNOLOGY PARK OF THE UNIVERSITY OF RIJEKA

Sjemenarna Ri Ltd

www.sjemenarna-ri.hr

 COUNTRY/REGION
Croatia

 INDUSTRY
Agriculture

 SIZE
Micro-enterprise

 YEAR OF ESTABLISHMENT
1991

”

“This course has helped us to see things better from the customer perspective, to understand new trends in commercialization of goods and services and to find innovative ways of distribution of our products and services.”

Milivoj Starčević
CEO

The company



Sjemenarna Ri Ltd is a producer and seller of seeds and other related products in the agricultural sector. The company also provides advisory services and has a web shop for their products. They have a great variety of customers, from individual hobbyists to SMEs within the agricultural sector. They are situated in Rijeka and have three facilities: headquarters with a warehouse and two stores. Their main revenue stream comes from selling goods but they plan to develop additional services for certain customer segments. They are dealing with strong competition since large retail centres took over much of the market, but they are still building their advantages on high-quality products and experienced employees.

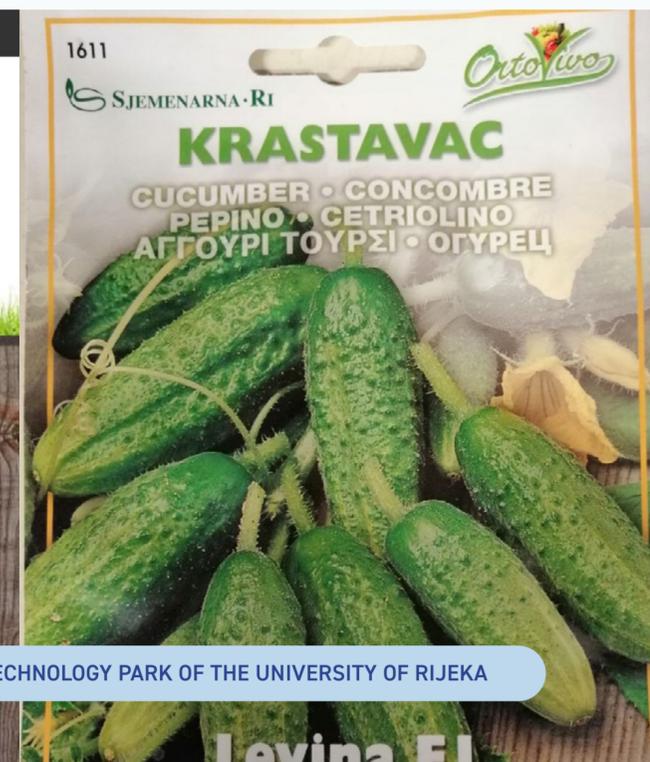
Their products are highly commoditized and it is not easy to make a shift towards a value-added service, especially having in mind the limited resources of the company and situation on the market. Still, management of the company is eager to constantly explore the needs of their customers in pursuit for new opportunities and revenues.

The servitization pilot project

Sjemenarna Ri took a chance to participate in a servitization program in order to find a way to add value to their highly commoditized agricultural products, and also to place them on the market in an innovative way that would maybe even attract a new customer segment. Soon after starting using the Service Innovation Methodology tools and discovering the true needs of their potential customers, they identify two problems people are having when wanting to get involved with gardening and agriculture: lack of suitable land for gardening in urban area such is Rijeka and lack of knowledge on gardening.

After the six-month period of the THINGS+ pilot actions, the company developed a concept of urban gardens renting service that includes distribution of their products and occasional education on gardening. This concept is quite challenging for the company but they started with the preparation activities for service integration into their business, which could be followed by full commercialization. The service is planned to be provided in the local area, which is in line with the company's present focus on national market only. They believe that the service will eventually create prosperous long-term relations with their customers.

The screenshot shows the top part of the Sjemenarna Ri website. At the top right, there are links for 'KOŠARICA (0)', 'LOGIN', 'O nama', 'Novosti', 'Uvjeti kupnje', 'Kontakt', and 'Izjava o privatnosti'. Below this is the main header with the company logo, the name 'SJEMENARNA·RI', and the tagline 'Naše sjeme. Vaš uspjeh'. There are also several award and certification logos, including '25 godina TRADICIJE' and 'NIJE GMO'. A search bar with the text 'traži...' and a 'KATALOG KRMNOG BILJA' button with a Facebook icon are also visible. A green navigation bar contains the following menu items: 'Naslovna', 'Sjeme i sadni materijal', 'Gnojiva i zemlja', 'Vrtni alati i enološka oprema', 'Hrana za životinje', and 'Ostalo'.



Ventex Ltd

www.ventex.hr

COUNTRY/REGION
Croatia

INDUSTRY
Information and communication technology

SIZE
Small enterprise

YEAR OF ESTABLISHMENT
1990



“THINGS+ pilot action program really helped us define the value that we offer to our potential customers by providing geolocation solutions. This allowed us to re-shape the service according to their needs and also opened up the possibility of creating a more elegant, high-quality and more successful approach to the target customer segment.”

Siniša Stanojević
SALES MANAGER

The company



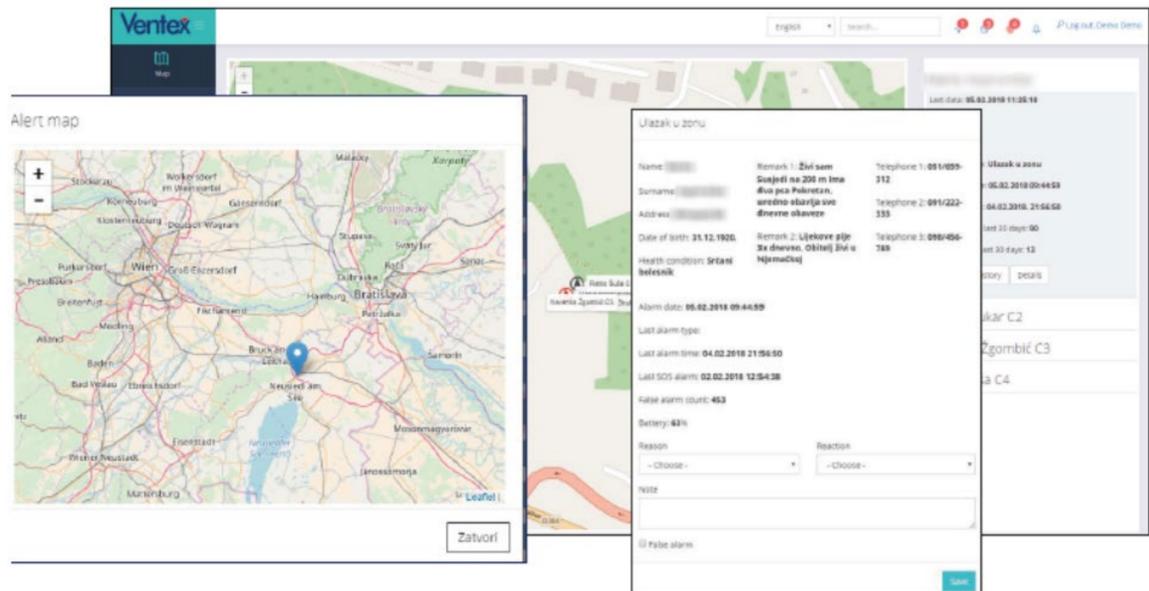
Ventex Ltd is a provider of electronics, IT equipment and IT logistic solutions and services. Their headquarters, along with production, system integration, R&D and sales departments, are situated in Rijeka. The company is producing, selling, installing and maintaining different kinds of business IT and telecommunication solutions, which they usually deliver on a turn-key principle. They started as a retailer for IT equipment and products, but soon evolved into an information system developer and integrator. They are currently offering different logistic IT solutions based on products for geolocation that work on the GSM/GPS and IoT technology, which they provide on a B2B basis.

Additional projects related to geolocation are also underway and are in the development phase. Some of their products and geolocation technologies are very promising opportunity for designing additional services and creating different experiences for different customer segments. One of their prime projects at this point is delivering a solution for a very delicate customer problem which is related to remote care for elderly and other people in need. Ventex is currently present only in the Croatian market, but internationalization of their services is also foreseen.

The servitization pilot project

Innovative services are improving our everyday life and they can also attribute to public health and the quality of social services. Some services based on sophisticated products and new technologies are already addressing some of the emerging needs of the modern society, like the efficient care for increasing number of senior citizens. Ventex recognized an opportunity for creating a solution in this domain, which is based on geolocation technology with an emergency response function.

The company participated in the THINGS+ pilot action and worked on their project related to care for elderly people, children and persons with special needs – VxCare. The service is based on the compact GPS/GSM device and software application that allow efficient monitoring of people and ensure their safety. The product-service system is intended to be offered on a B2B basis to nursing homes, but the B2C model is also being considered. The developers from Ventex defined the enhanced service concept under the working title Monitoring the movement of children, elderly and persons with special needs with the accompanying accident assistance. Ventex successfully commercialized the service in the Croatian market, and intends to do the same in the foreign European markets.



SUPPORTING INSTITUTION SCIENCE & TECHNOLOGY PARK OF THE UNIVERSITY OF RIJEKA

PROJECT PARTNERS



