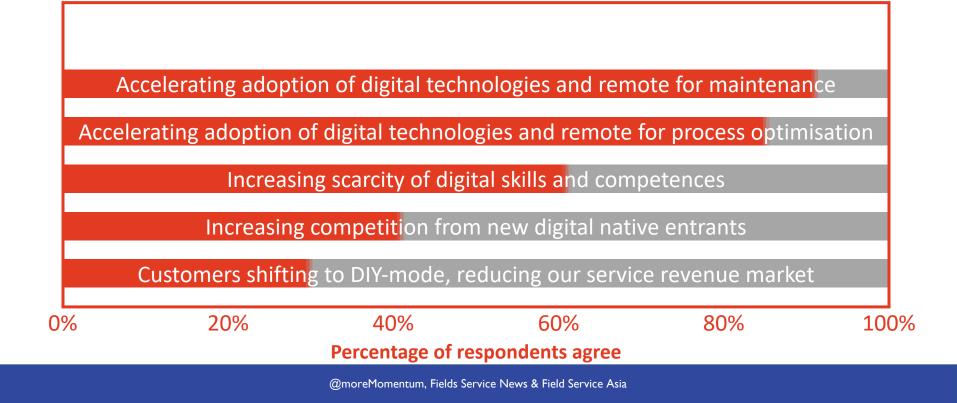


### Innovate your way out of the Covid-Crisis

Research 2020

### A significant and long-term impact of Covid



### Major opportunities beyond equipment sales and maintenance

Increasing efficiency and margins of service delivery

Emerging new markets for new types of solutions and technologies for our clients

Growing market for operational solutions and services

Clients need more support for their digital transformation

0%

20%40%60%80%100%Percentage of respondents agree

# Manufacturers envision an evolution of their value propositions and business model

	Shifting to	o an "integrated b	<mark>ousine</mark> ss solution	provider"	
	Being tl	he first to launch	new innovative s	olutions	
	Further expandin	g your role in the	entire value chai	in in your industr	Y
	Shiftin	<mark>g offering</mark> s to mo	re customised so	lutions	
	<b>Sh</b> ifting	to a "provider o	f technology/equ	ipment"	
	Shifting	g offerings to mor	e standardised so	olutions	
0%	20%	40% Percentage of re	60% spondents agree	80%	100%

# Service departments still tend to focus on product related services



Providing services to improve their usage and application of your technology

Providing business performance solutions beyond condition of equipment

Providing financial solutions to help clients to move from CAPEX to OPEX

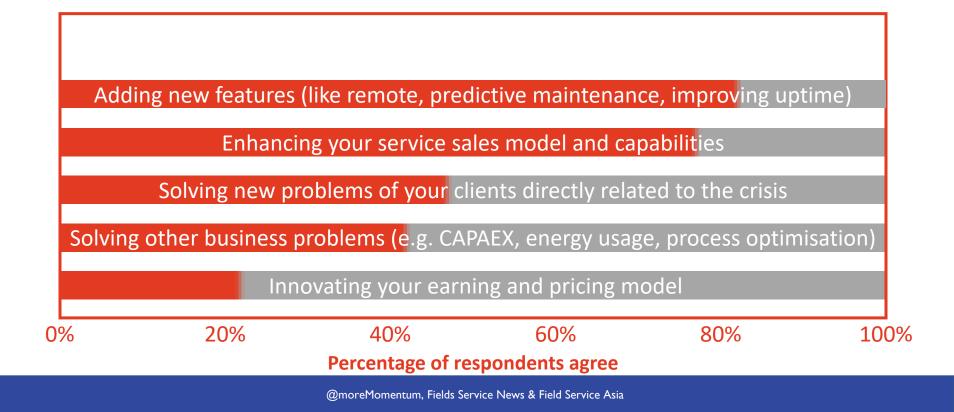
Providing services for clients to do more of the maintenance themselves

0%

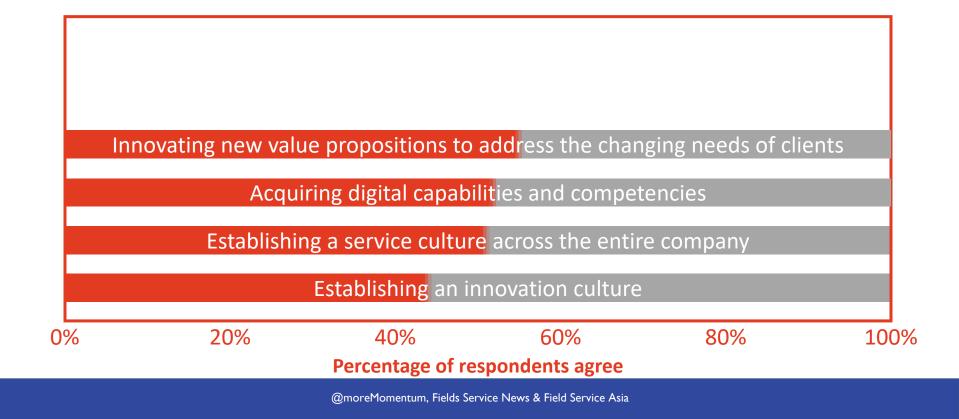
20%

40%60%80%100%Percentage of respondents agree

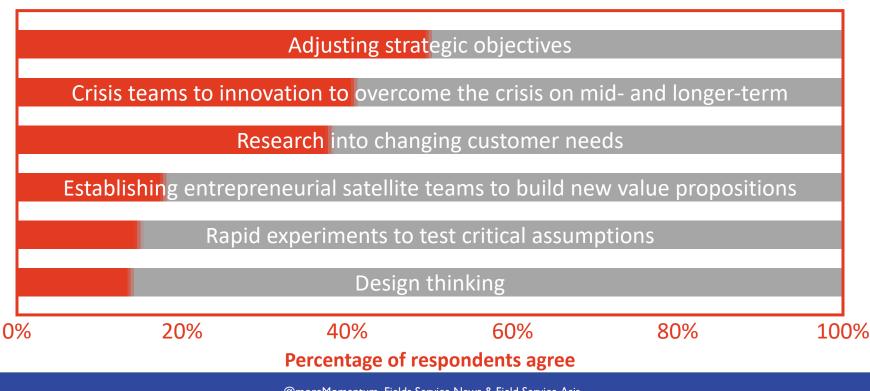
#### **Current service innovation initiatives**



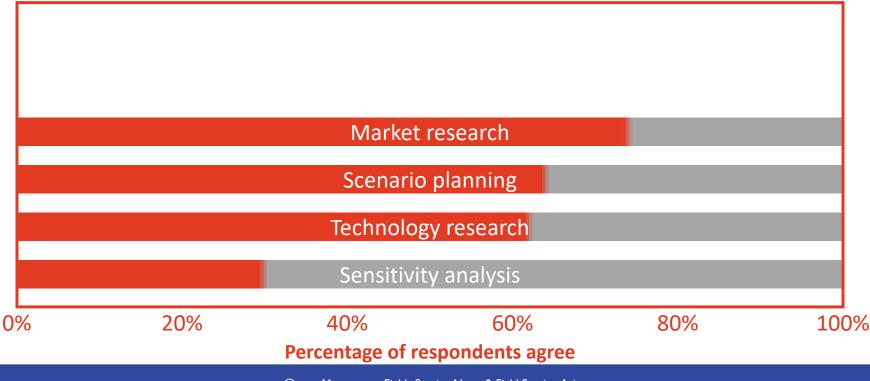
#### **Critical challenges**



#### **Current innovation strategies**



#### **Current strategies to anticipate the unexpected**



#### Recommendation

- Expand scope of innovation beyond Business-as-Usual
- The success in "knowing how to" to close the knowing-doing-gap Culture, habits and practices around services, digital an innovation
- Enrich your innovation initiatives

Don't forget value proposition, value capturing (pricing, earnings, sales)