

Greg Parker

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Thank you for your talk Greg. How would you respond to those who are afraid to fail because they consider the cost of failure too great for their organisation?

This can certainly be a big stumbling block. I try to understand what the risk really means to them. Sometimes, the cost of failure may not be as much as others may think. It is important to talk it out and seek engagement. I will give an example that comes to mind. I had the big idea of launching "Sales TV". This would be a learning platform used internally among account managers to share best practices, lessons learned, selling process, etc. I could not get any money (literally nothing) to fund this venture. So, I made a deal. I agreed to implement Sales TV at no cost (other than a few minutes of time for several individuals and a bit of my time as well). I did this by implementing a process like YouTube internally and I reviewed and assisted with the editing of the videos. I knew if we could get some wins and some positive buzz and momentum then others would be willing to further invest. In short, that is exactly what happened and now Sales TV is key learning platform.

Have you come across any examples where a company has expressed their vision for services in a way that you have felt particularly engaging/compelling?

Yes. At Trane and Thermo King the value propositions were exciting and easy to engage. The projects were engaging because customers and the team could see results fast. We used testimonials of the successes from our dealers and company offices and shared it back with the service team.

Do you think customers are open to engage on discussions about the value of uptime, which sometimes means share sensitive data?

Generally speaking, I have found customers to be very open to engage on the discussion of uptime. However, you are correct that when sensitive data is involved this can be a bit more tricky. I would recommend finding some opportunities to increase uptime for the customer that does not include asking for all of their data. Perhaps you can agree with the customer to set up some KPIs around a particular process. Once improvements are made, it may become more natural to continue and go deeper with additional data. The customer will feel more comfortable after seeing where a partnership is truly forming.

As part of Experimentation how important are service prototypes to your process and do you engage customers in the prototypes?

I assume the definition of prototype could be a potential service offering or process improvement. I believe it is essential to engage customers in offerings such as service agreements offerings.

Thanks for this great presentation. How do you assess the risks of implementing a servitized value propositions? What evidence do decision makers use to backup the implementation of this value proposition?

Thank you. It has been my experience that bringing a service offering to the market is very inexpensive compared to bringing a new equipment offering to the market. In addition, you will see revenue sooner on the service offering and it is recurring! That said, there always needs to be a business case. The type of evidence I have presented is a solid commercial hypothesis that includes how to sell, where to sell, what customers are prone to buy, etc. This also includes a projected incremental revenue and margin projection with timing on ROI and cash flow. In some cases, having a great service offering can also improve the market share of your equipment offerings. And, don't forget pull through work (other break fix, suggested upgrades, etc.) that are all derived or enhanced from having a service agreement offering.