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How much effort needs to be made to educate the customer to allow them to understand and articulate their services requirement?

I think services needs to be co-created with the customer, so trying to listen to what their pains and gains are, play this back to them and seek to design services that address these is really important. We are discovering that customers value insight that we weren't even aware of. Customers may not talk in the language of Advanced Services or even care about it, but they know pains and gains, so these are the real moments of truth

How would you characterise the market segment that is most likely to be receptive to more advanced services? By contrast, what would be the signals that a segment is unlikely to adopt these services? - more likely to just by equipment.

Trying to understand & capture characteristics of a market segment that may be serviced by Advanced Services is probably the starting point. For example, we have started to think about segmentation in terms of growing SME's (who may not have in-house expertise, immature ERP systems and more open to pay per outcome), established MNC's (more capable, mature ERP, need global reach), seasonal (may carry out production for limited periods of the year) and OEM's rather than traditional sectors like food, beverage. I also think that the individual customer attitude comes into play – view on risk, willingness to work with you to co-create and learn come into play and these can only be understood through conversations. We are still at this point of piloting, but with a view to finding similar customers to scale once value can be demonstrated.

What was your criteria for targeting early potential customers to co-create the value proposition and how did you price the extra value proposed?

As above, finding customers where there is mutual trust, patience, willingness to try things (& fail) and iterate to find the value knowing that we won't get there straight away. These are usually customers with whom we have established some credibility and trust.

Do you believe that the background and experience of the leadership team matters in getting their support? How did you get their support?

It has for us. Having a CEO and Exec members that recognise the value that service plays is a good foundation. It was also important to agree a direction of travel and reasonable expectations to allow us some time to figure out Advanced Services (which we are still doing). Having this included within strategy statements is really helpful, but appreciate this may not always be possible. In which case, articulating macro-trends, case studies from other organisations of how Advanced Services can create value and competitive advantage is important to gain support for some discovery work and pilots

What are the main barriers that you faced during this transformation?

Yes lots. Mainly aligning the right people cross functionally (still a work in progress), figuring out what the Advanced Services proposition is for Domino and creating the technology enablers that come together. These are still the challenges that we are working on.

How can we be confident that a particular customer case is representative enough to evolve into a generic commercial services offering to cover a broader market?

I think you have to be willing to engage in voice of customer...identify pains and gains with one (or a few customers) and seek to solve them, but widen the conversations to understand if these are common pains and gains. If you can segment customers based on characteristics, it is likely they will share the same pains and gains.