**Guidance notes:** This is the guidance for preparing an Executive Paper be submitted to the Spring Servitization Conference 2022 by midnight (UK) January 9, 2022.

The maximum number of pages is two. Papers received after the deadline date will not be included in the review process. Each submission must follow the structure below. Please do not include references in your Executive Paper.

Font: Calibri 11pt throughout, margins L/R 2.5, T/B 2.5, main heading centred, subheadings flush left, all headings should be uppercase and bold, main body text: justified. Please retain the heading and footer included in this document.

**(Insert main heading here): Calibri, bold, 12 pt.)**<2 lines spacing>

Name of Author1 *(*add email within brackets if this is the corresponding author)
(Calibri, italics, 11 pt, centred)

Affiliation (Calibri, italics, 11 pt, centred)

<1 line spacing>

Name of Author2 *(*add email if this is the corresponding author)
(Calibri, italics, 11 pt, centred*)*

*Affiliation* (Arial, italics, 11 pt, centered)

<1 line spacing>

Name of Author3 *(add email if this is the corresponding author)*

*(Arial, italics, 11 pt, centred)*

*Affiliation (Calibri, italics, 11 pt, centred)*

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**RESEARCH MOTIVATION**

**CONTRIBUTION TO THEORY AND PRACTICE**

**KEY DISCUSSION POINTS**

* Bullet points.

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