

Value Proposition Patterns of Smart Services: A Delphi Study

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INTRODUCTION

- Manufacturing firms increasingly strive to come up with novel value propositions for their customers in an omnipresent digitized industry
- The access to data of smart products can yield potentials for value added smart services which often change complete business models (Weking et al., 2020)
- However, identifying a promising value proposition of smart service is seen as one of the main challenges for manufacturing companies (Klein et al., 2018; Linde et al., 2021)
- Solution patterns have evolved for systemizing innovation approaches, but so far non have focused the value proposition of smart services (Remane et al., 2017; Alexander, 1977)

Which value propositions can be provided through smart service and how can they be conceptualized as patterns?

METHOD

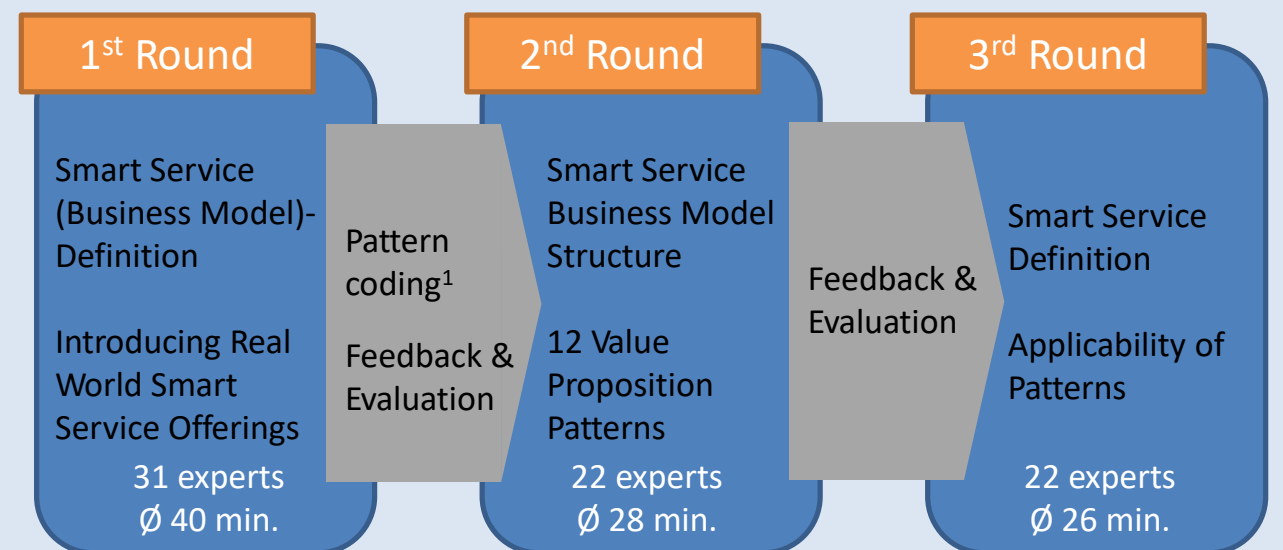


Figure 1. Delphi-Study Approach (Online Surveys)

Position	Number
Management (service, IT, digital business, business development, R&D)	10
Executive management	8
Product- or Innovation management	5
Solution Architect, Business development	4
Consulting	4

Table 1. Experts involved in the Delphi-Study

RESULTS

Definition

Smart Services are

- digitally supported,
- data-driven,
- user and value-oriented services.

For the provision data from networked objects are:

- collected,
- provided,
- processed,
- analyzed and
- interpreted
- into information with added-value.

Structure of Smart Service Business Models

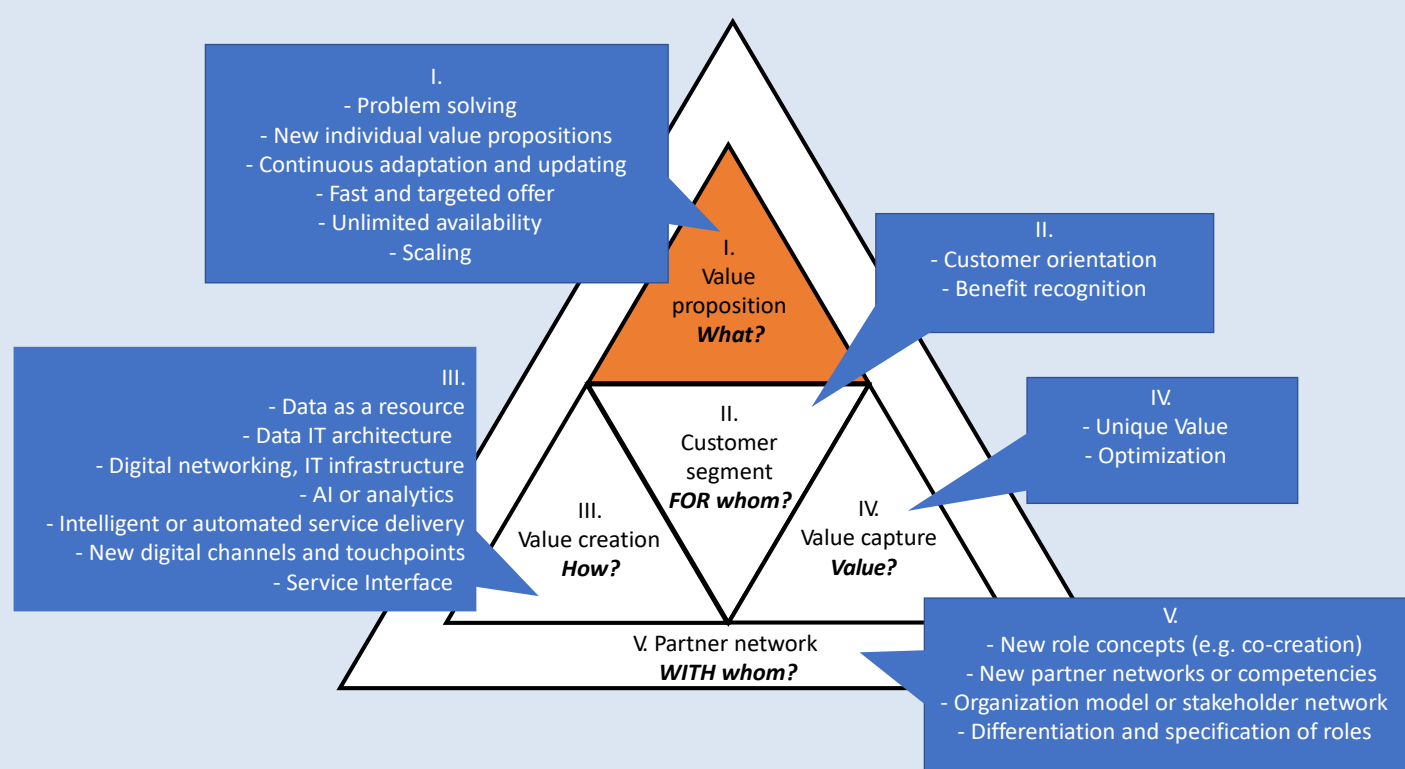


Figure 2. Dimensions and Features of Smart Service Business Models

Focusing on the Value Proposition (What?) of Smart Service Business Models

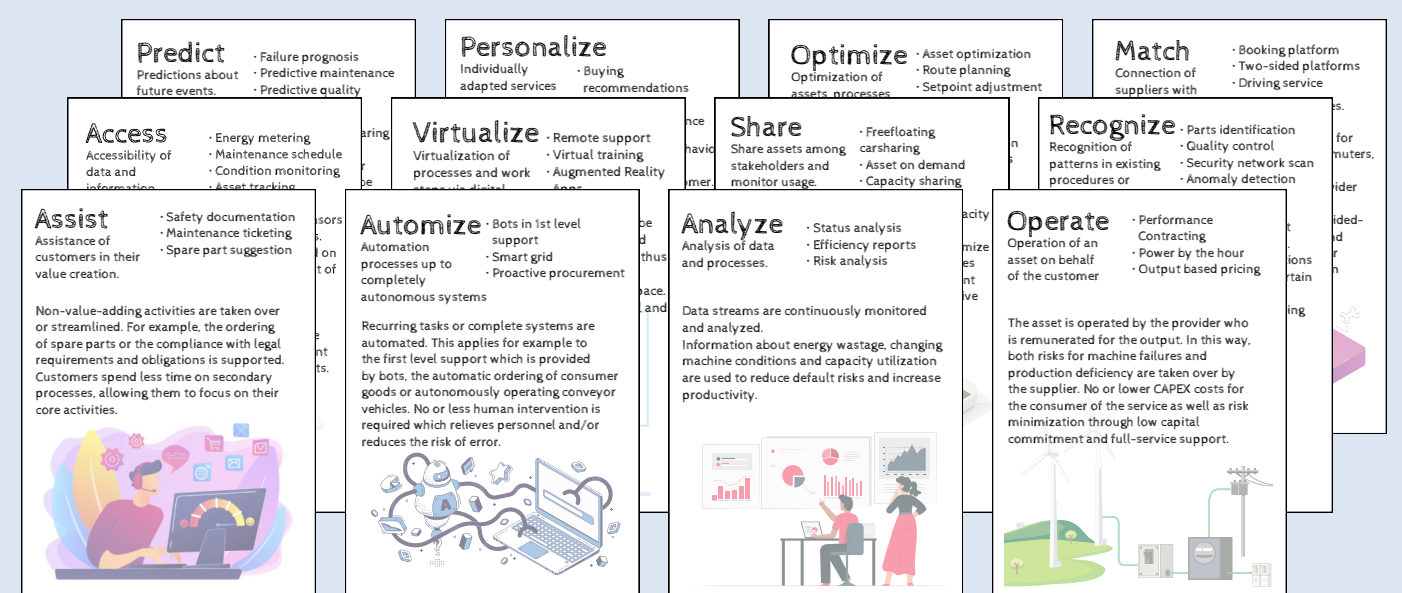


Figure 3. 12 Pattern Cards of Value Propositions for Smart Services

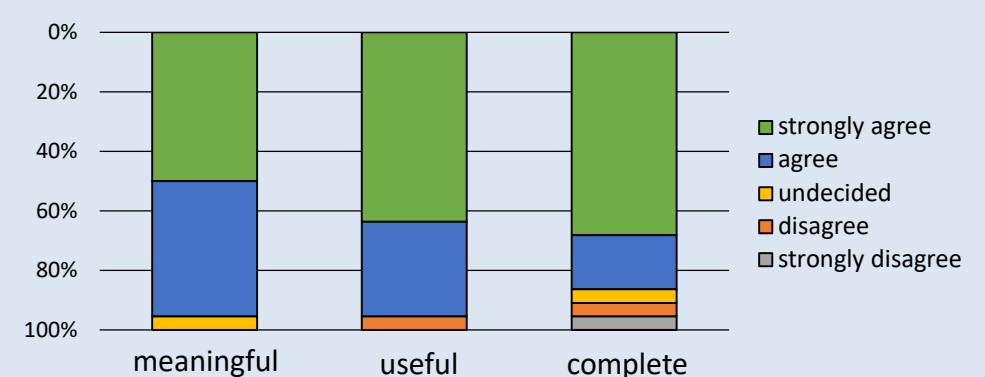


Figure 4. Evaluation of the Patterns (n=22)

CONCLUSION

- Innovation challenges can be tackled by recombining existing knowledge and patterns (Beverungen et al., 2018; Gassmann et al., 2020).
- The set of patterns should inspire firms in crafting a customer-centric value proposition.
- They present a helpful assistance in the ideation of new ideas of innovative value propositions. Herefore, they should be imbedded in innovation processes.
- In contrast to existing business model patterns (e.g., Weking et al., 2018) we consciously focused on the value proposition only. Future research should try to investigate which level of granularity makes sense in which specific situation of innovation initiatives.

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