



CENTER  
SMART SERVICES



Consortium  
Benchmarking

## Green Service Business

**Increase and monetize the sustainability of your Service Business**

# Our Approach to shaping an environmentally sustainable Service Business

The central questions will be elaborated together with the consortium during the kick-off meeting and adapted to the needs as well as the individual questions of the participating companies.

## Goals

- Deriving the sustainability goals of the service from the sustainability strategy
- Transferring actions to fulfil ESG criteria in potentials

## Control

- Anchoring of responsibilities for sustainability in the service
- Ensuring and iteratively increasing sustainability



## Implementation

- Measures to increase sustainability in service
- Realization of the leverage effect through Footprint and Handprint

## Key Figures

- Quantification of the status quo and the achieved success of measures
- Benefit assessment of the sustainable service and monetization

# Initial Situation of Sustainability in Service

## Challenges and Opportunities

The current efforts for **climate protection** and more **sustainability** are reflected in all areas of life and increase the **social and political pressure on companies**. Tools such as the CO<sub>2</sub> pricing introduced by the German government, the Supply Chain Act, and specifications on recycling and product life cycles are intended to help achieve the targeted climate goals and achieve greater sustainability in the industrial sector. In particular, the pressure to reduce CO<sub>2</sub> emissions along the entire product and supply chain poses challenges for companies. *Green Services* offer an effective lever to reduce emissions downstream in the value chain.

- **58% of emissions** in the life cycle of a machine are attributable to the **utility phase**.<sup>1</sup>
- The **price per ton of CO<sub>2</sub>** is currently €30 and will more than **double** by 2026.<sup>2</sup>
- More and more customers are demanding **evidence of the sustainability strategy** of the service business, although there is still a lot of **uncertainty** on the subject in the industry.<sup>3</sup>

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<sup>1</sup> Bokern et al, msci.com/documents/10199/2c53a792-05fc-86bc-cf26-d1f7e484d95e, 2020

<sup>2</sup> bundesregierung.de/breg-de/themen/klimaschutz/weniger-co2-emissionen-1790134

<sup>3</sup> Project experience

# Successfully increase and monetize the Sustainability of your Service Business

## Solution

We launched the Green Service Business consortium benchmarking to support companies in making their service business ecologically sustainable and fit for the future. In addition to the improvement of their own sustainability (footprint), the potential benefits that lead to improvements for customers through green services (handprint) are also examined. The focus is also on investigating specific measures to increase sustainability.

In addition, we identify best practices on how to monetize the benefits created in the long term. Based on this, we derive key figures to quantify the success of your green service business.

Take the opportunity and become a consortium partner!



Prof. Dr.-Ing. Volker Stich  
Managing Director of the  
FIR e. V. at RWTH Aachen  
University

"An ecologically sustainable service business is the key to a future-capable company. Here, the great potential goes beyond the company itself and supports customers in increasing their sustainability. This paves the way for making the entire value chain greener and successfully monetizing the benefits created."

# Results and Objectives of the Benchmarking

## Your Benefit

- You will gain cross-sector knowledge from industry about successful approaches and transferable measures for making your service business ecologically sustainable.
- You will learn about practice-proven tools that you can use to increase your own sustainability in service (footprint) and at the same time improve the sustainability of your customers (handprint) through your services.
- You will get a comprehensive overview of current solutions for sustainability in service, such as those for deriving metrics to quantify the success of your green service business.
- You will establish direct contacts with Successful-Practice-Companies. This gives you the opportunity to share valuable experiences as well as build a cross-industry network.

## Conditions

Start: February 2023 // End: January 2024

Participation fee

Consortium partner: 19.900,– €\*

Participation fee Center Smart Services members:  
14.900,– €

\*Prices do not include VAT.

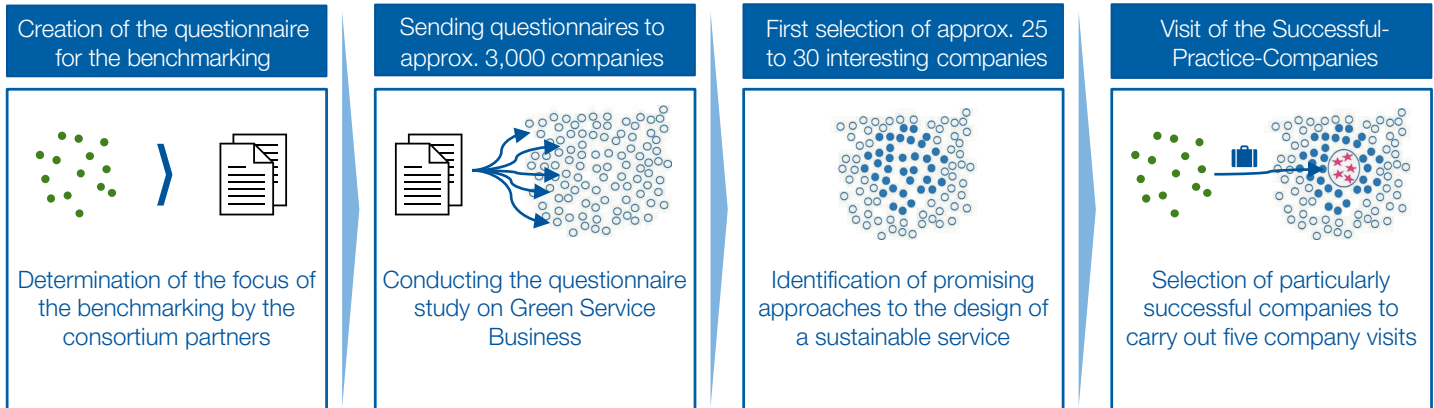
## Your Contribution

As a consortium partner, you and your questions actively contribute to the project by participating in the consortium meetings. The participation fee includes the complete project implementation and organization, including documentation and participation in all meetings for two persons each. Travel expenses are not included.

# Learn from the Best!

## How does Consortium Benchmarking work?

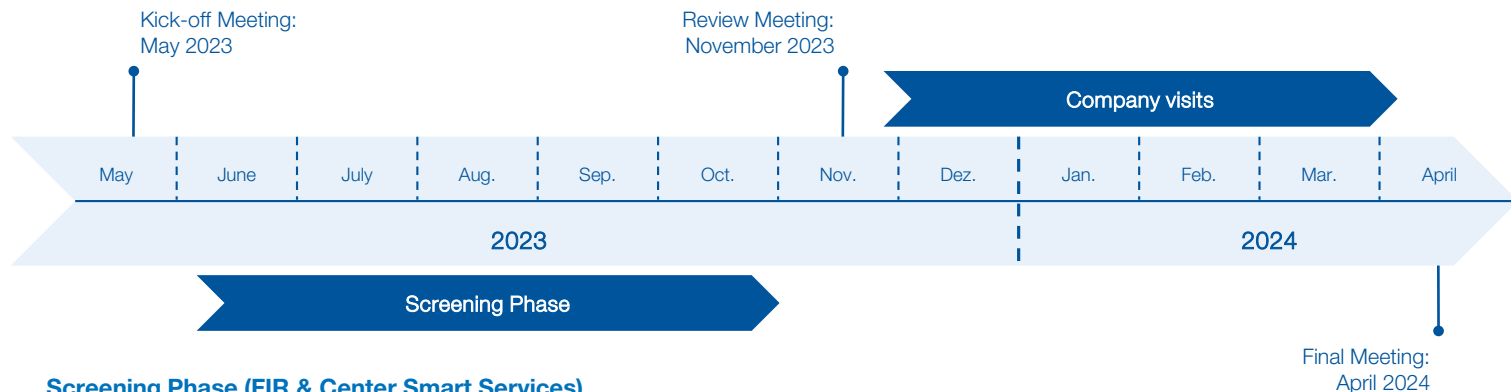
- Together with the Center Smart Services (CSS), the consortium partners define the **main topics** of the benchmarking.
- The CSS develops the questionnaire for the survey with industrial companies and carries out the **benchmarking**. The questionnaire will be sent to around 3,000 companies.
- The **evaluation** of the results of the benchmarking identifies the **Successful-Practice-Companies** from the group of companies surveyed.
- The Successful Practice companies are visited by the consortium partners and the CSS.



# Time Frame

## Company Visits

- On-site visits to the five identified successful-practice companies
- Exclusive first-hand insights into the companies' solutions
- Direct exchange with decision makers from leading industrial companies



## Screening Phase (FIR & Center Smart Services)

- Europe-wide benchmarking
- Telephone interviews and pre-selection of potential Successful-Practice-Companies
- Preparation of approx. 10 anonymized case studies

# Possible Key Questions

The central questions will be worked out together with the consortium during the kick-off meeting and adapted to the needs and individual questions of the companies.



## **Corporate Vision and Sustainability Strategy**

- How important is sustainability in the company's strategy?
- How is the service business integrated into the sustainability strategy?



## **Goals**

- What value propositions can be realized for customers through sustainable services?
- What measures have you taken to comply with ESG criteria?



## **Implementation**

- How can service delivery be made greener? How can the customer be motivated to act more sustainably through the service?
- Which measures make sense for which objectives and how can they be implemented efficiently?



## **Key Figures**

- What are the criteria for improved sustainability and how can progress be quantified?
- How are the results evaluated and how is their monetary value determined?



## **Control**

- How are the responsibilities for sustainability in service anchored in the company's organizational structure?
- How is the long-term success of the implemented measures ensured and a continuous improvement of the sustainability of the service and thus of the entire company achieved?



# Our Benchmarking offers Experts and Decision Makers unique Insights into the latest Trends in Services and digital Products



## Smart Maintenance

2018/2019

### Consortium Partner

Daimler

Evonik

Fraunhofer IML

Miele

SICK

thyssenkrupp

Voith

### Successful Practices

Bizerba

Bosch

Saint-Gobain

Trumpf



## Subscription Business

2019/2020

### Consortium Partner

Billwerk

thyssenkrupp

Heidelberg

Körber

Porsche Holding

Siemens Healthineers

SMS Group

### Successful Practices

Dieffenbacher

Atlas Copco

SBB

SKF

Wärtsilä



## Customer Insights

2019/2020

### Consortium Partner

Agco

Fresenius Medical Care

Hilti

Miele

P3 Group

PSA Groupe

### Successful Practices

Audi

E.On

Vorwerk

Wacker Neuson

Linde

Westphalia Datalab



## Monetizing Smart Products

2021/2022

### Consortium Partner

Agco

Fresenius Medical Care

Mennekes

Miele

Kessel

Vecoplan

### Successful Practices

Schaeffler

Vaillant

Henkel

Brückner Servtec

Schmitz Cargobull

## Our Expert Network



### Center Smart Services

Together with its members, the Smart Services Center develops marketable data-based services. The center's services are aimed at companies in the mechanical and plant engineering and manufacturing industries that want to use smart services to open up new business areas or use modern data analysis methods (e.g., machine learning) to leverage their data. The center's services include the development and application of methods for designing digital business models, training courses and industrial services for introducing digital business models in companies.

[www.center-smart-services.com](http://www.center-smart-services.com)



### FIR e. V. at RWTH Aachen

The FIR is a non-profit, cross-industry research and training institution at RWTH Aachen University in the field of business organization, information logistics and corporate IT with the aim of creating the organizational foundations for the digitally networked industrial enterprise of the future. By researching and transferring innovative solutions, the FIR contributes to increasing the competitiveness of companies. This takes place in the appropriate infrastructure for experimental organizational research methodologically substantiated, scientifically rigorous and with the direct participation of experts from business.

[www.fir.rwth-aachen.de](http://www.fir.rwth-aachen.de)

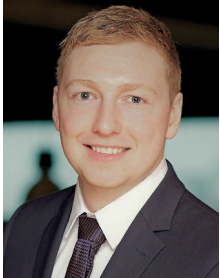


### Kundendienst-Verband Deutschland

The Kundendienst-Verband Deutschland is Europe's largest and most important professional association for decision-makers and talents in service. It supports specialists and managers in shaping their service business. Members benefit across all industries: The network is made up of service experts from various sectors - from mechanical and plant engineering to consumer goods and household appliances to software developers and IT. Start-ups and small and medium-sized enterprises from the SME sector are represented here just as much as major international corporations.

[www.service-verband.de](http://www.service-verband.de)

## Your Contact Persons



**Maximilian Schacht**

Managing Director

Center Smart Services

Phone +49 241 47705-207

E-Mail [Maximilian.Schacht@center-smart-services.com](mailto:Maximilian.Schacht@center-smart-services.com)



**Lukas Bruhns**

Department Service Management

FIR e. V. at RWTH Aachen

Phone +49 241 47705-212

E-Mail [Lukas.Bruhns@fir.rwth-aachen.de](mailto:Lukas.Bruhns@fir.rwth-aachen.de)



**Kriz Lee**

Center Smart Services

Phone +49 241 47705-614

E-Mail [Kriz.Lee@center-smart-services.com](mailto:Kriz.Lee@center-smart-services.com)

## Reference

Title: © photosky99 – stock.adobe.com

Inner part: © FIR/Center Smart Services

## Center Smart Services

ElCe Aachen GmbH

Campus-Boulevard 55

52074 Aachen

Phone +49 241 47705-202

E-Mail [info@center-smart-services.com](mailto:info@center-smart-services.com)

[www.center-smart-services.com](http://www.center-smart-services.com)