

LEAN SERVICE

MANAGEMENT SUMMARY



Complete study
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**Challenges and actions required
in mechanical and plant engineering**

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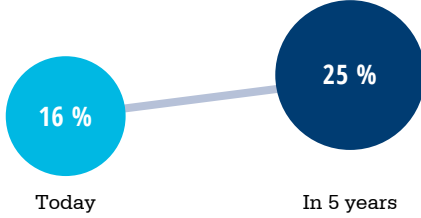
Lean Service in German mechanical and plant engineering

Key points and recommended actions

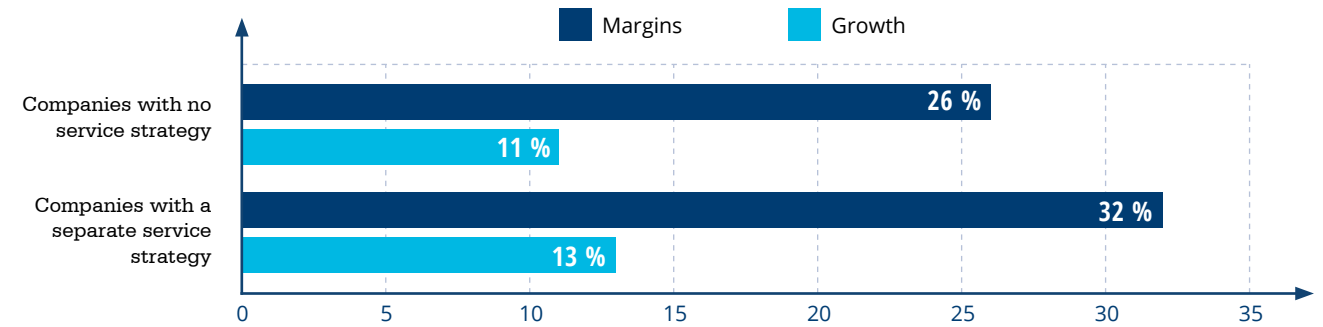
Higher margins and increased growth with service strategies

In the next five years, the companies surveyed want to increase the average percentage of total revenue generated by service businesses.

Percentage of total revenue



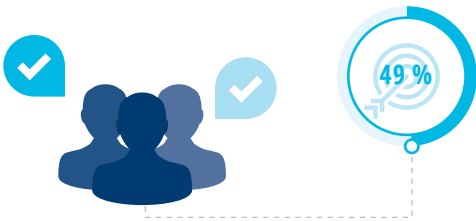
Average margins and growth of the strategic service business in the last business year



Companies with a separate service strategy are 23 % more profitable.

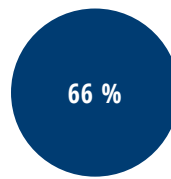
Better service means happier customers

Greater customer satisfaction leads to higher customer retention, which is an important focal point for 49 % of the surveyed companies in the years to come.



Focusing on the speed of service processes, neglecting process stability

Process variables for which objectives and measures for improvement have been defined:



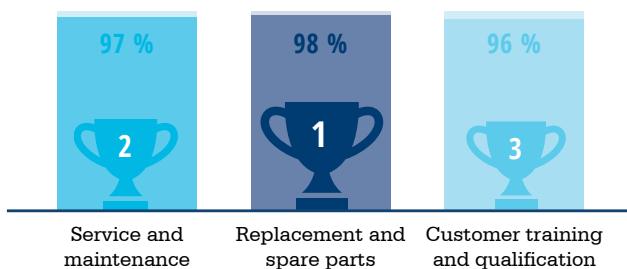
Response and delivery times



Stable and disturbance-free processes

Traditional services dominate innovations

The top 3 services offered



Success through employees and management

For nine out of ten service managers, operational tasks occupy almost all of their time.



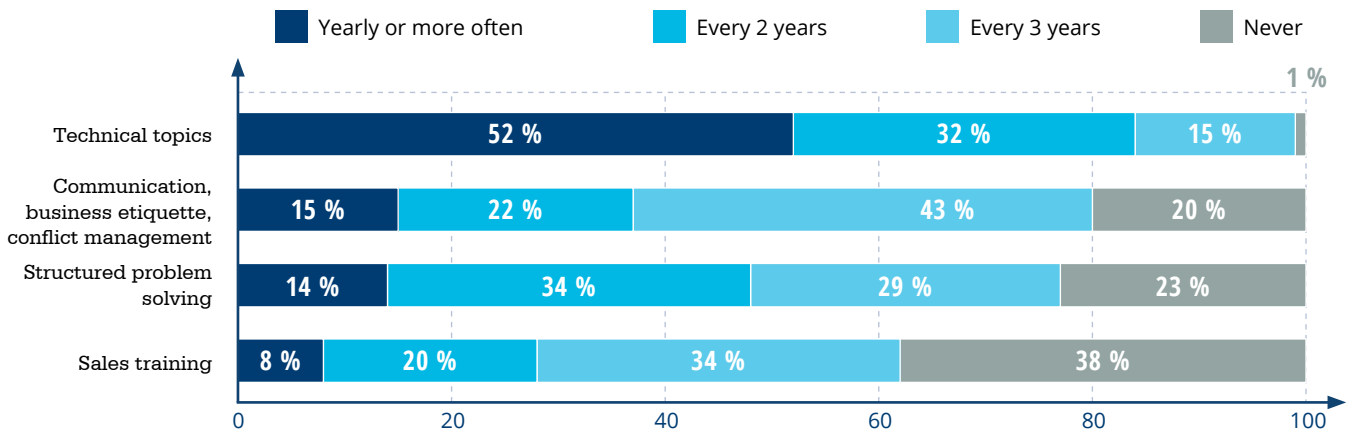
On a daily basis, they have less than an hour for:

- Strategic activities
- Employee development
- Process improvement



Only four out of ten companies offer innovative smart services such as predictive maintenance; web platforms or visual online support is only offered by 17 %.

How often service employees take part in training



Companies provide mostly technical training to their employees – training in methodology and soft skills is usually neglected.

Recommended actions to implement lean service

The direction and organization of the service industry play a role in determining the future success of a business.

This requires integrated development in these key fields:



Service strategy

- Build a company-wide service culture
- Create a separate service strategy
- Prioritize objectives and measures



Processes and organization

- Lean service processes
- A value stream-oriented organization



Employees

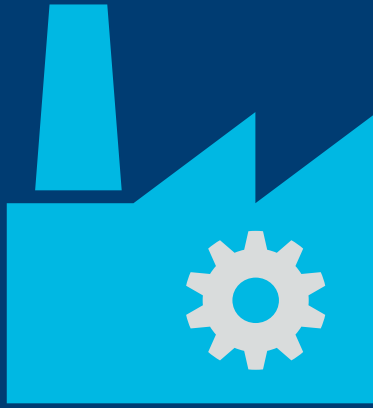
- Create competency profiles
- Increase awareness of value creation and waste
- Create enough time for strategic activities
- Train employees using the mentor-mentee principle



Services and products

- Expand innovative and customer-specific services
- Offer extensive, comprehensive solutions
- Build up long-term customer relationships through maintenance contracts





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