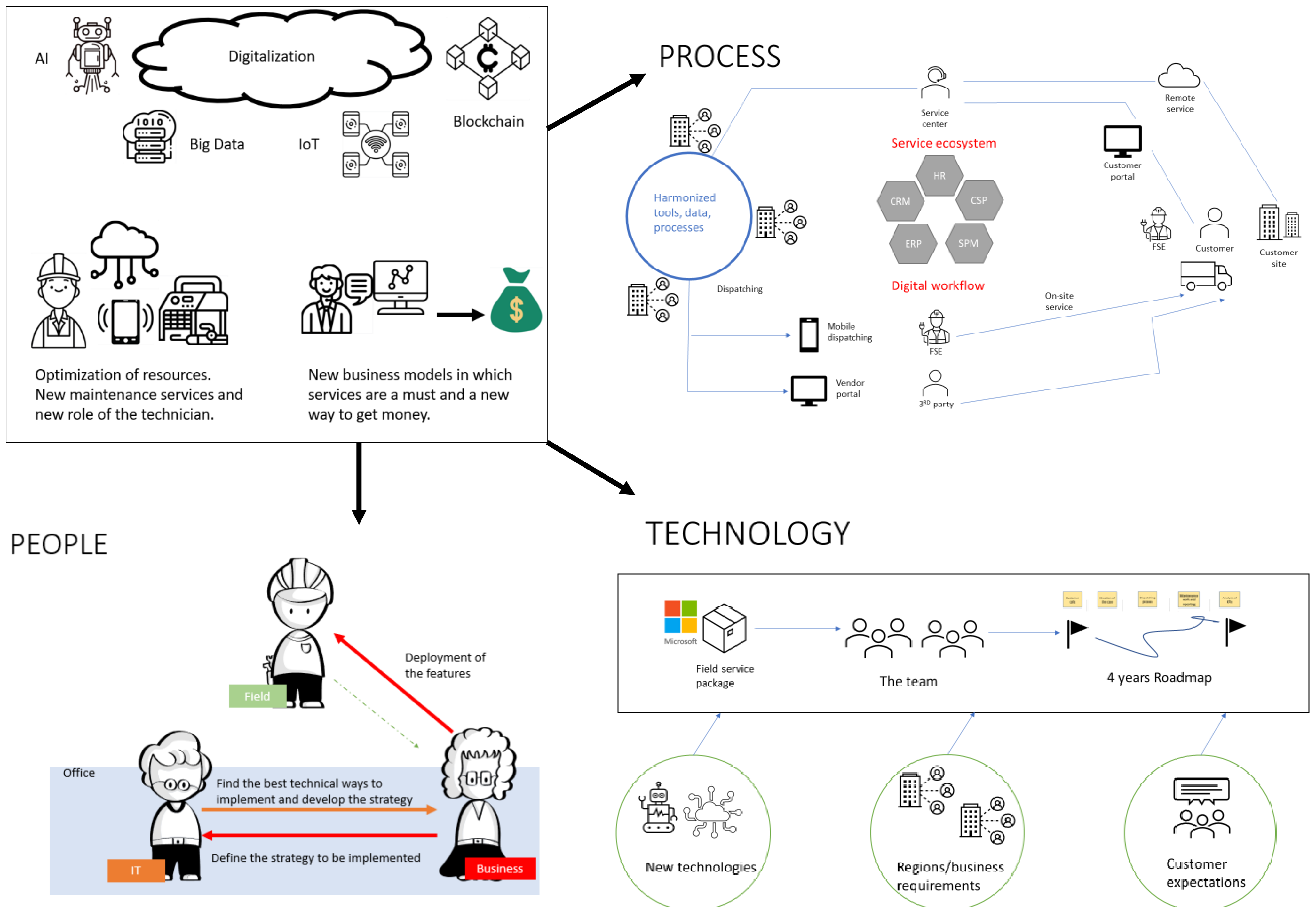


Master in Business Engineering and Production

Innovating the field technician experience in the business ecosystem for smart digital services



Problem Description

Emerging technologies are bringing a digital transformation in which companies need to develop not only products but customized experiences for their customers by improving the value provided or developing new ones in a fierce competitors' environment. According to Paschou et al. (2020) research is mostly focused on how digital technologies enable benefits traditionally related to servitization such as competitiveness and reducing costs. Only a few studies indicated new or specific benefits such as enabling platform-based businesses to empower customers that enhance the experience. In addition, digital technologies plus data can develop smart services for both internal and external customers (Stoll, West, & Barbieri, 2020). The smartness of services should not be evaluated by the level of technology but based on the service ecosystem, service platform and value co-creation (West et al., 2018). In the case of field service, the solutions are usually pushed from the centre (business) out to the field causing harm instead of improving the technician experience (Bales et al., 2018).

Main Findings

This research has built on the framework of West et al. (2018), who proposed an assessment tool for smartness based on the application of service-dominant logic. This study identified limitations to the application of journey mapping and blueprinting when trying to understand and define the sequencing of the tasks and interactions. This highlighted the importance of ecosystem engagement to support value co-creation.

The paper described the paradox between IT departments (driven by harmonization and technology) and businesses (driven by ease of existing processes). The gap between the two positions needs bridging via a change management process if a global smart service is to be successfully developed and deployed. Therefore, innovating the technicians' experience successfully requires co-creation between IT and Business (HQ and branches/regions) However, it was observed that firms are driving smart PSS strategies from the office without taking into account the field perspective which at the end of the day is the one

who needs to deal daily with digital services. Developing a field service software from scratch requires time (especially bringing in all the data) but external factors such as new technologies, regions requirements and customers expectations are making it more difficult.

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