

Bachelor-Thesis Business Engineering | Innovation

Enable new service models by overcoming the barriers to service excellence

Purpose

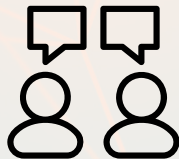
Sealed Air's efforts to extend its preventive maintenance strategy to regions outside the UK have encountered several barriers. According to the Service Director, these barriers include differences in organisational structures and resistance from long-established teams, particularly in key markets such as Germany, Italy and France. These difficulties are rooted in embedded operational practices and cultural differences, where engineers and managers used to their existing ways of working are reluctant to adopt new approaches.

This bachelor thesis investigates the challenges associated with **scaling proactive maintenance strategies** to prevent machine failures **across diverse European regions**. The study focuses on developing an adaptive roadmap for Sealed Air to overcome the barriers that hinder the transition from reactive to proactive maintenance approaches.

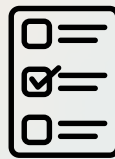
Applied Competencies



Design science research



Interviews



Survey



Brainwriting



Servitization

The thesis adopts a design science research framework to systematically explore and address servitization challenges. Interviews with service managers and technicians uncovered several challenges. A Likert-type survey ranked the identified barriers based on perceived criticality, and expert interviews validated three key barriers to ensure their broader relevance across industries. The brainwriting process set objectives for the adaptive roadmap.

Result

The thesis identifies 31 barriers to scaling proactive maintenance. These barriers were grouped into seven categories. The proposed adaptive roadmap addresses these barriers through phased implementation, continuous assessment, and its adaptability. It emphasises understanding the customer, aligning internal processes, improving communication strategies, and optimising to service excellence.

