

Service Excellence of Industrial Companies in China **The Customer-Oriented Pre-sales and After-sales Service Strategies**



To honor customer-oriented quality through service

Local customers are increasingly looking for qualified pre- and after-sales services from Western manufacturers, while leaderships often lose their edge on “Fit-to-Mainstream” local service strategy. EAC offers the service excellence strategy concept.



SERVICE EXCELLENCE STRATEGY – Local customers’ value proposition on pre- and after- sales service

The commercialization of industrial products, as one of the trends in Chinese mainstream machinery market is emerging day by day.

Now, **local customers have overall expectations on how Western companies can provide services down-to-earth**, besides foreign industrial goods and technologies. Customers especially value foundational pre-sales and after-sales services as observed by EAC.

Customer Value Proposition on Service



“Right-on-Time”
arrival to site



Qualified &
available engineer



“Fit-to-market”
service charge



Lean lead time
for service &
inventory



Extensive service
offering (pre- &
after-sales)

Strategic service offering and operation for customer-oriented quality in local markets is already a prioritized focus for leading foreign companies, besides development of “Fit-to-Mainstream” products and agile business transformation.

However, when leading companies operate business globally, the local service level is often “below-expectations” due to natural Western mindset against locals and lack of transparency on local market and their customers.

WESTERN MINDSET AND PRACTICE

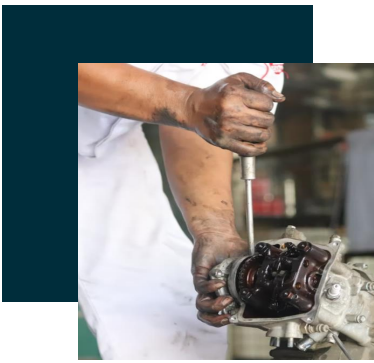
- Long lead time of service and response
- Service upon request and rigid warranty
- Consider service as profit center
- Professional service & technical skill

LOCAL MINDSET AND PRACTICE

- Service with customer proximity
- Active service and negotiable warranty
- Not targeting high margin for service
- Relationship enhancement with customers

Hindsight on local services backfires the commitment of customer-oriented business and even undermines the company reputation and local market share

EAC believes that designing and deploying “Fit-to-Customer” service excellence strategy as an achievable effort **to reboot your positive relationship with customers, and to facilitate your business growth as well as company influence in local market**



SERVICE EXCELLENCE STRATEGY – EAC three folded methodology to boost your service excellence

□ “OUTSIDE-IN” ANALYSIS TO REPOSITION SERVICE MINDSET

- **EAC Scope**
 - ✓ “Voice-of-Market” customer expectation
 - ✓ Overall service benchmarking
 - ✓ Service competence evaluation
 - ✓ Comprehensive gap analysis
- **Pitfalls to avoid**
 - ✓ Mismatched service offering to customers
 - ✓ Missing awareness of own service capabilities



□ “INSIDE-OUT” STRATEGY TO SHARPEN SERVICE EXCELLENCE

- **EAC Scope**
 - ✓ Service value engineering
 - ✓ Cost structure optimization
 - ✓ Pre-sales & after-sales service offering
 - ✓ Service standardization
 - ✓ Business case projection
- **Pitfalls to avoid**
 - ✓ “Nowhere to change” on service offering and operation
 - ✓ Inconsistent service standards



□ SERVICE EXCELLENCE STRATEGY INTO ACTION

- **EAC Scope**
 - ✓ Service infrastructure setup & network adaptation
 - ✓ Service partner assessment & development
 - ✓ Service alliance along value chain
 - ✓ Concrete roadmap & action plan
- **Pitfalls to avoid**
 - ✓ Service operation decoupled with strategy
 - ✓ Slow response not able to meet to customers’ needs



SERVICE EXCELLENCE STRATEGY – EAC extensive reference cases

□ EAC SERVICE EXCELLENCE STRATEGY PROJECT STUDIES

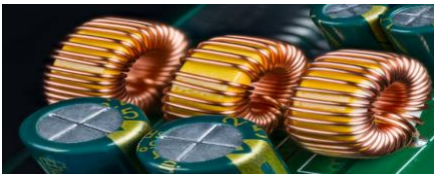
EAC has accumulated vast project experiences with focus on comprehensive service excellence strategy in China, growth strategies are mostly followed by execution support

INDUSTRIES

GENERAL MACHINE



POWER INVERTER



MACHINE TOOL



LOGISTIC



CHEMICAL EQUIPMENT



PROJECT SCOPE

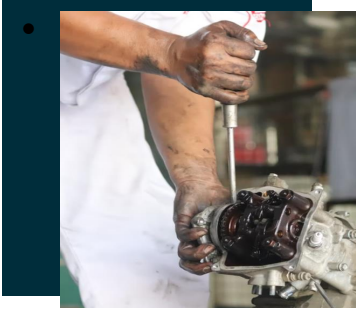
- Assessed **service strategies and approaches within several industry market studies** for the German VDMA

- Service as one of key growth initiatives, incl. elaboration of **digital** services, service as part of sales process, **reorganization** of service department within organization structure (i.e. reporting lines)

- **Customer interviews investigating client's service performance in China** (time, price, relationship, channel, etc.) as part of Growth Strategy project, followed by elaboration of specific action demand

- **Identification of local technical service capability in China as key gap** for client during pre-assessment of country strategy with various scenarios, including services for **system integration, equipment & software**

- Implication on business model transformation from OEM to **service after-market**, competitor **benchmarking** in terms of sales and **service approach**, enhance local engineering competence for better sales support and service





SERVICE EXCELLENCE STRATEGY – Benefit from our local network

Contact our experts directly to discuss goals and ideas

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