

Harvard Business Review



July-August
2023



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technology can
enhance, rather than
replace, our powers
of imagination

PAGE 56

Winning In The Aftermarket Harvard Business Review

Anna Pistoni, Lucrezia Songini



Winning In The Aftermarket Harvard Business Review:

Zur Wertschöpfungstiefe von Unternehmen Walter Koch, 2008-10-10 Walter J Koch widerlegt die pauschale Annahme dass die vertikale Integration als Organisation der Wertschöpfungskette nicht mehr zeitgemäß ist und verdeutlicht dass diese These sich einseitig an den unterstehenden Aktivitäten und der Produktion orientiert Unter Einbeziehung der gesamten Wertschöpfungskette strukturiert in Forschung Entwicklung Produktion Marketing Großhandel Einzelhandel und Kundendienst zeigt er auf dass die vertikale Integration nach wie vor sehr attraktiv ist Das Paradigma der vollständigen vertikalen Integration ersetzt er durch die partielle vertikale Integration **Harvard Business Review**, 2006

Servicestrukturen für die Industrie Felix Pütz, 2009-07-14 Unternehmen der Investitionsgüterbranche bauen zunehmend das Servicegeschäft aus Häufig bleibt in diesem Zusammenhang die Frage unbeantwortet wie die Serviceorganisation gestaltet sein sollte um den gewünschten Erfolg auf dem Weg vom Produzenten zum produzierenden Dienstleister zu erreichen Internationale Unternehmen betreiben auch das Servicegeschäft international aber die Serviceumstände in vom Heimatland fernen Märkten bleiben häufig hinter den Erwartungen der Firmen zurück Deswegen liegt im Aufbau von tragfähigen Servicestrukturen in den lokalen Organisationen eine weitere Schwierigkeit die durch die zentrale Serviceorganisation gesteuert werden muss Die vorliegende Arbeit befasst sich mit der Frage wie erfolversprechende internationale Serviceorganisationen zu gestalten sind Die Untersuchung stützt sich auf sieben Fallstudien fünf Mini Cases und weitere Beispiele aus der Praxis Die sieben Fallstudien werden anhand eines aus relevanter Literatur abgeleiteten Analyserasters mit den Merkmalsgruppen Service Strategie Service Portfolio Service Organisation und Service Management analysiert Darauf aufbauend entsteht ein Erklärungsmodell das Typen zentraler und lokaler Serviceorganisationen beinhaltet und diese zu vier typischen Konfigurationen internationaler Serviceorganisationen kombiniert Der Service Exporter verfolgt einen integrierten ethnozentrisch ausgerichteten Ansatz in der Serviceorganisation der Service Multinational einen integrierten polyzentrischen Ansatz der Global Service Player charakterisiert sich durch eine integrierte geozentrisch ausgerichtete Organisation und der International Service Provider durch eine separate Serviceorganisation mit regiozentrischer Ausrichtung Neben der Frage nach möglichen Konfigurationen der internationalen Serviceorganisation sind für Unternehmen auf dem Weg der Transformationslinie vom Produzenten zum produzierenden Dienstleister insbesondere Veränderungsprozesse in der Serviceorganisation von Bedeutung Ein Gestaltungsmodell liefert für den Übergang von einem zum nächsten internationalen Organisationstyp einen schrittweisen Ansatz der auf fünf Mini Cases und Successful Practice Beispielen basiert Die Gestaltung der internationalen Serviceorganisation erklärt sich aus Anpassungen in der zentralen Serviceorganisation und in der lokalen Serviceorganisation Die Handlungsempfehlungen zu Veränderungsprozessen in der Serviceorganisation umfassen wichtige Massnahmen zur Lösung von aufkommenden Schwierigkeiten und Konflikten in den Bereichen Service Strategie und Service Portfolio Service Organisation und Service Management Somit dient diese Arbeit

neben der Erweiterung der Theorie auch der Praxis als Leitfaden zum Auf und Ausbau internationaler Serviceorganisationen
Produkte als Dienstleistung verstehen Felix Wortmann, Heiko Gebauer, Claudio Lamprecht, Elgar Fleisch, 2023-10-11

Europa ist berühmt für seine Hardware Produkte es versorgt die Welt mit Maschinen und Autos Auf allen Märkten weltweit ist Made in Europe ein Qualitätssiegel zumindest solange es um Hardware geht Den Kampf um die besten Software Lösungen hat Europa dagegen längst gegen die USA und China verloren Es ist also höchste Zeit die Aufholjagd zu beginnen Das Internet der Dinge ist die beste Gelegenheit dafür bietet es die Möglichkeit Produkte mit Software Lösungen verschmelzen zu lassen Welche innovativen Produkte Services und Geschäftsmodelle dabei entstehen können zeigen die Autoren an 66 Produkt Service Mustern Praxisorientierte Ergebnisse aus der Forschungsarbeit des Bosch IoT Lab inspirieren zum Weiterdenken

Entwicklung von prozessorientierten Informationssystemen fuer die industrielle Dienstleistungsbeschaffung Herfurth, Maik, 2014-11-27 *Entwicklungsperspektiven der Unternehmensführung und ihrer Berichterstattung* Jürgen Banzhaf, Stefan Wiedmann, 2007-11-18 Rund 20 Expertinnen und Experten aus Wissenschaft und betrieblicher Praxis beschreiben die Entwicklungsperspektiven verschiedener betriebswirtschaftlicher Themenbereiche Sie zeigen welche Trends im Mittelpunkt der wirtschaftswissenschaftlichen Forschung stehen und mit welchen Strategien die Unternehmensführung den aktuellen Veränderungen am besten Rechnung tragen kann *Performance Based Logistics* Michael Eßig, Andreas Glas, 2013-10-23 Performance Based Logistics ist ein Ansatz dessen Kern eine an messbaren Ergebnissen orientierte Lebenszyklus Beschaffung darstellt wobei monetäre Anreizsysteme die Optimierung der Wirtschaftlichkeit über den gesamten Nutzungszeitraum sicherstellen Dieses Buch reflektiert die aktuelle Diskussion in Forschung und Praxis wobei Best Practice Beispiele einen Austausch von Erfahrung und Wissen unterschiedlicher auch internationaler Projekte ermöglichen

Einführung in die Wirtschaftsinformatik Jan Marco Leimeister, 2015-09-07 Das Buch gibt eine fundierte und praxisbezogene Einführung in das Gesamtgebiet der Wirtschaftsinformatik Aufbauend auf den bewährten Vorgängerauflagen von Stahlknecht und Hasenkamp wurde die 12. Auflage komplett bearbeitet strukturell weiterentwickelt und aktualisiert Die Schwerpunkte umfassen u.a. Systemplattformen Hardware Betriebssysteme Kommunikationssysteme Datenbanken Systementwicklung IT Anwendungssysteme IT Management und Digital Business *Architecting Fail-Safe Supply Networks* Shabnam Rezapour, Amirhossein Khosrojerdi, Golnoosh Rasoulifar, Janet K. Allen, Jitesh H. Panchal, Ramakrishnan S. Srinivasan, Jeffrey D. Tew, Farrokh Mistree, 2018-09-06 A fail safe supply network is designed to mitigate the impact of variations and disruptions on people and corporations This is achieved by 1 developing a network structure to mitigate the impact of disruptions that distort the network structure and 2 planning flow through the network to neutralize the effects of variations In this monograph we propose a framework develop mathematical models and provide examples of fail safe supply network design We show that contrary to current thinking as embodied in the supply network literature disruption management decisions made at the strategic network design level are not independent from variation management decisions

made at the operational level Accordingly we suggest that it is beneficial to manage disruptions and variations concurrently in supply networks This is achieved by architecting fail safe supply networks which are characterized by the following elements reliability robustness flexibility structural controllability and resilience Organizations can use the framework presented in this monograph to manage variations and disruptions Managers can select the best operational management strategies for their supply networks considering variations in supply and demand and identify the best network restoration strategies including facility fortification backup inventory flexible production capacity flexible inventory and transportation route reconfiguration The framework is generalizable to other complex engineered networks *Advances in Production Management Systems: New Challenges, New Approaches* Bruno Vallespir,Thècle Alix,2010-10-19 The present economic and social environment has given rise to new situations within which companies must operate As a first example the globalization of the economy and the need for performance has led companies to outsource and then to operate inside networks of enterprises such as supply chains or virtual enterprises A second instance is related to environmental issues The statement about the impact of industrial activities on the environment has led companies to revise processes to save energy to optimize transportation A last example relates to knowledge Knowledge is considered today to be one of the main assets of a company How to capitalize to manage to reuse it for the benefit of the company is an important current issue The three examples above have no direct links However each of them constitutes a challenge that companies have to face today This book brings together the opinions of several leading researchers from all around the world Together they try to develop new approaches and find answers to those challenges Through the individual chapters of this book the authors present their understanding of the different challenges the concepts on which they are working the approaches they are developing and the tools they propose The book is composed of six parts each one focuses on a specific theme and is subdivided into subtopics

After-sales Service of Engineering Industrial Assets Vicente González-Prida Díaz,Adolfo Crespo Márquez,2014-01-10 This book explores the practical implementation of an advanced after sales management framework devoted to warranty management The framework is intended for companies producing either standardized or customized products and such a management tool will facilitate organizational improvement and support innovative decision making processes for technical assistance in after sales services After sales Service of Engineering Industrial Assets comprises a proposal for a warranty management framework with an account of the different methods that can be used to improve decision making in the different stages of the after sales service management process and strategies for strengthening the structure and foundations of the framework A review of the fundamental issues and current research topics in warranty management and after sales services is also provided which is exemplified by a case study This book is intended for postgraduates researchers and engineers who are interested in after sales management assets engineering and warranty management *The Philosopher's Stone for Sustainability* Yoshiki Shimomura,Koji Kimita,2012-09-26 Industrial Product Service Systems IPS2

which is defined as an integrated industrial product and service offering that delivers value in use has expanded rapidly over the last decade IPS2 has allowed us to achieve both high added value and high productivity and has enriched our QOL by improving the performance of products and services We are now struggling with many awkward issues related to sustainability but IPS2 is expected to be the philosopher's stone for solving these issues Following the pattern of conferences held in Cranfield in 2009 Linköping in 2010 and Braunschweig in 2011 the fourth International CIRP Conference on Industrial Product Service Systems held on November 8-9 2012 in Tokyo will cover various aspects of IPS2 Topics planned for this year's conference reflect the latest IPS2 information in both the natural sciences and humanities and include case studies from various industries IPS2 is still a relatively new field so it is important to keep track of the entire context in order to promote more cross-sectional cooperation between multimodal fields and disciplines The fourth International CIRP Conference on Industrial Product Service Systems will serve as a vital platform for such collaborations and the discussion of new scientific ideas

Transdisciplinary Engineering: Crossing Boundaries M. Borsato, N. Wognum, M. Peruzzini, 2016-10-13 The Concurrent Engineering (CE) approach was developed in the 1980s based on the concept that different phases of a product life cycle should be conducted concurrently and initiated as early as possible within the Product Creation Process (PCP) CE concepts have matured and become the foundation of many new ideas, methodologies, initiatives, approaches, and tools This book contains the proceedings from the 23rd ISPE Inc International Conference on Transdisciplinary Engineering formerly Concurrent Engineering held in Curitiba, Paraná, Brazil in October 2016 The conference entitled Transdisciplinary Engineering Crossing Boundaries provides an important forum for international scientific exchange on Concurrent Engineering and collaborative enterprises and attracts the participation of researchers, industry experts, and students as well as government representatives The 108 peer-reviewed papers and keynote speech included here range from theoretical and conceptual to strongly pragmatic works which are organized into 17 sections including Concurrent Engineering and knowledge exchange, engineering for sustainability, multidisciplinary project management, collaborative design, and engineering optimization of engineering operations and data analytics and multidisciplinary design optimization among others The book gives an overview of the latest research advancements and applications in the field and will be of interest to researchers, design practitioners, and educators

Servitization Strategy and Managerial Control Anna Pistoni, Lucrezia Songini, 2017-11-29 This book intends to present and discuss the main challenges that companies interested in servitization strategies have to overcome with a particular focus on the design of managerial control systems The book can represent a useful tool for companies interested in developing successful servitization strategies

[Servitization of Industrial Enterprises through Acquisitions](#) Laura Johanna Oberle, 2019-12-03 To make the service integration a success story despite the many challenges L. J. Oberle argues that management understanding is necessary to address the key success factors in the individual strategic approaches These approaches concern either the core business or an explore business unit and vary in their integration

degree Thus knowing which strategy is pursued allows to determine the most relevant success factors which is the first step towards successful servitization and post merger integration Only if these factors are identified and addressed correctly M A is a promising approach to servitization for industrial companies as L J Oberle s findings from the analysis of 8 case studies and a total of 24 interviews prove The Author Laura Johanna Oberle currently does a doctorate on business process management in service operations and servitization at the Chair of Service Operations Management at the University of Mannheim in cooperation with a German consultancy specialized in post merger integration projects

Handbuch Dienstleistungsmanagement Hans Corsten, Stefan Roth, 2016-12-19 Das Dienstleistungsmanagement hat sich in den letzten Jahrzehnten zu einer eigenständigen Disziplin entwickelt Die Anfänge dieser Entwicklung liegen zunächst im angelsächsischen Raum Beiträge aus dem deutschsprachigen Raum haben aber in den vergangenen vier Jahrzehnten stark an Bedeutung gewonnen Dies ist auch darauf zurückzuführen dass die verschiedenen Problemstellungen und Themenfelder denen sich das Dienstleistungsmanagement widmet aus der Perspektive recht unterschiedlicher Disziplinen beleuchtet und analysiert werden können Dieser Pluralismus findet sich auch in diesem Handbuch wider Die Herausgeber legen einen Sammelband vor mit dem sie die theoretische Fundierung des Dienstleistungsmanagements und aktuelle Entwicklungen in der Dienstleistungsforschung aufzeigen Es ist ein forschungsorientiertes Handbuch entstanden das in sechs Kapitel gegliedert ist A Grundlagen des Dienstleistungsmanagements B Strategisches Dienstleistungsmanagement C Wertgenerierung D Preismanagement E Leistungsgestaltung F Relationship Marketing Jedem Kapitel ist ein kurzer einleitender Beitrag vorangestellt dem die Aufgabe obliegt eine kurze historische und oder konzeptionelle Einführung zu geben und die Beiträge inhaltlich einzuordnen

Informationsversorgung in Dienstleistungsorganisationen André Minkus, 2011-01-22 André Minkus zeigt wie Unternehmen ihre Informationsversorgung gestalten können und stellt ein Phasenmodell vor mit dem der Leser Schritt für Schritt die für sein Unternehmen geeigneten Werkzeuge identifizieren kann

Advances in Digital Manufacturing Systems R. K. Amit, Kulwant S. Pawar, R. P. Sundarraj, Svetan Ratchev, 2023-01-01 This book contains contemporary discussions on technology business models and the adoption of digital manufacturing systems The book s initial chapters cover technological details underpinning the digital manufacturing systems for example cyber physical systems and digital twins Next the book discusses how organizations modify their business models using concepts such as servitization and platforms to leverage digital manufacturing The latter chapters focus on how a country s unique economic and infrastructural context influences digital manufacturing adoption in terms of technology and business models and frameworks to evaluate readiness for digital manufacturing With perspectives from different continents the book appeals to academic researchers and industry alike

Order Expediting in Supply Chains Raik Özsén, 2014 In the world of business management most inventory models assume that open orders arrive after a lead time that cannot be controlled by the inventory manager However in many real world situations inventory managers have the option to expedite open orders Due

to the lack of appropriate models they often have to rely on sub optimal heuristics to make expediting decisions This book incorporates an expediting level policy in a periodic review base stock inventory model and shows how the optimal solution can be computed The approaches can be implemented easily and are capable of solving large problems efficiently While the book is mathematically rigorous it presents important managerial insights gained from scenario analyses using data from the service division of a global equipment manufacturer Series Writings on Business Management Practice Schriften zur betriebswirtschaftlichen Praxis Vol 7 Subject Business Management Economics Reliability Engineering and Services Tongdan Jin, 2019-03-11 Offers a holistic approach to guiding product design manufacturing and after sales support as the manufacturing industry transitions from a product oriented model to service oriented paradigm This book provides fundamental knowledge and best industry practices in reliability modelling maintenance optimization and service parts logistics planning It aims to develop an integrated product service system IPSS synthesizing design for reliability performance based maintenance and spare parts inventory It also presents a lifecycle reliability inventory optimization framework where reliability redundancy maintenance and service parts are jointly coordinated Additionally the book aims to report the latest advances in reliability growth planning maintenance contracting and spares inventory logistics under non stationary demand condition Reliability Engineering and Service provides in depth chapter coverage of topics such as Reliability Concepts and Models Mean and Variance of Reliability Estimates Design for Reliability Reliability Growth Planning Accelerated Life Testing and Its Economics Renewal Theory and Superimposed Renewals Maintenance and Performance Based Logistics Warranty Service Models Basic Spare Parts Inventory Models Repairable Inventory Systems Integrated Product Service Systems IPPS and Resilience Modeling and Planning Guides engineers to design reliable products at a low cost Assists service engineers in providing superior after sales support Enables managers to respond to the changing market and customer needs Uses end of chapter case studies to illustrate industry best practice Lifecycle approach to reliability maintenance and spares provisioning Reliability Engineering and Service is an important book for graduate engineering students researchers and industry based reliability practitioners and consultants

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Table of Contents Winning In The Aftermarket Harvard Business Review

1. Understanding the eBook Winning In The Aftermarket Harvard Business Review
 - The Rise of Digital Reading Winning In The Aftermarket Harvard Business Review
 - Advantages of eBooks Over Traditional Books
2. Identifying Winning In The Aftermarket Harvard Business Review
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Winning In The Aftermarket Harvard Business Review
 - User-Friendly Interface
4. Exploring eBook Recommendations from Winning In The Aftermarket Harvard Business Review
 - Personalized Recommendations
 - Winning In The Aftermarket Harvard Business Review User Reviews and Ratings
 - Winning In The Aftermarket Harvard Business Review and Bestseller Lists
5. Accessing Winning In The Aftermarket Harvard Business Review Free and Paid eBooks
 - Winning In The Aftermarket Harvard Business Review Public Domain eBooks
 - Winning In The Aftermarket Harvard Business Review eBook Subscription Services
 - Winning In The Aftermarket Harvard Business Review Budget-Friendly Options

6. Navigating Winning In The Aftermarket Harvard Business Review eBook Formats
 - ePub, PDF, MOBI, and More
 - Winning In The Aftermarket Harvard Business Review Compatibility with Devices
 - Winning In The Aftermarket Harvard Business Review Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Winning In The Aftermarket Harvard Business Review
 - Highlighting and Note-Taking Winning In The Aftermarket Harvard Business Review
 - Interactive Elements Winning In The Aftermarket Harvard Business Review
8. Staying Engaged with Winning In The Aftermarket Harvard Business Review
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Winning In The Aftermarket Harvard Business Review
9. Balancing eBooks and Physical Books Winning In The Aftermarket Harvard Business Review
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Winning In The Aftermarket Harvard Business Review
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine Winning In The Aftermarket Harvard Business Review
 - Setting Reading Goals Winning In The Aftermarket Harvard Business Review
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Winning In The Aftermarket Harvard Business Review
 - Fact-Checking eBook Content of Winning In The Aftermarket Harvard Business Review
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements

- Interactive and Gamified eBooks

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