Interview Agenda   
*- Transformation towards Servitization -*

**Section A – General / Background Questions**

A-1. Please describe the background of the company. Tell us about your role? How long have you been in the job?

A-2. When did your organisation start the servitization journey?

A-2. What are the main value proposition(s) – income distribution? Market segment?

A-3. Can you please describe your value chain? Who do you consider as your customer? Who do see as you supplier?

A-4. What is your strategic positioning in the value network?

**Section B – Decision Making Process Questions**

B-1. Tell us about the process of strategic decision making in your organization.

B-2. Who would make the final decision if you want to move towards advanced services?

B-3. Who do you think should be the champion of this initiative? Which Department?

**Section C – Power between Buyers / Suppliers Questions**

C-1.  Choose which of the following best describes the ***importance*** of your customers:

* Low operational (not regular/not predictable) and low commercial importance (less than 5% of total revenue) with little future opportunities.
* Medium operational (regular but not predictable) and low commercial importance (less than 5% of total revenue) with some potential future opportunities.
* High operational (regular and predictable) and low commercial importance (less than 5% of total revenue) with good future opportunities.
* High operational (regular and predictable) and medium commercial importance (between 6-9% of total revenue) with very good future opportunities.
* High operational (regular and predictable) and high commercial importance (more than 10% of total revenue) with good future opportunities.

C-2.  Choose which of the following best describes the ***scarcity*** of your customers:

* Supplier has many current customers (more than 15), many potential customers (more than 15), and made no / very few dedicated investment for the customers.
* Supplier has a moderate number of customers (6 to 14), moderate number of potential customers (6 to 14), and has some dedicated investment for the customers.
* Supplier has a few current customers (less than 5), few potential customers (less than 5), and has dedicated significant investment for the customers.

C-3. Choose which of the following best describes the ***scarcity of Information*** about your customers’ needs, budget and future requirements:

* You have access to private buyer information including budget, reservation price, etc.
* You don’t have access to the private buyer information.

**Section D – Benefit and Sacrifices Questions**

D-1. What value means to you?

D-2. What are the benefits of selling product/service?

* What are the direct benefits e.g. economic, technical, reduce risks and uncertainty?
* What are the indirect benefits e.g. efficiency, relationship, ethical and environmental, corporate image, etc.?

D-3. What are the sacrifices of selling product/service?

* What are the direct sacrifices e.g. payment terms, learning, dedicated investments, etc.?
* What are the indirect sacrifices e.g. relationship, psychological, loss of power, etc.?

**Section E – Closing Questions**

F-1. Are there types of services and solutions that you are offering or planning to offer that we have not discussed? What are they?

F-2. How do you see the role of advanced services in the future?

F-3. Is there anything that you would like to add? Is there anything that we should have asked you, but we haven’t?