

# **Evaluating the Value of the Customer Self-Service Portal for Services in Philips Lighting**

***Written by:***

***Kyra VAN DE VALK***

***Company:***

***Philips Lighting***

***Company Mentor:***

***Theo BADER***

***Fontys Supervisor:***

***Noi KWANJAI***

**Word count: 11,830**

# Preface

During the past four months, I have strived to provide BG Professional Services with a value-adding answer to the question ‘What is the potential value of the Customer Portal for Services to Philips Lighting, and how can this value be materialized throughout the service stream?’.

This thesis had been written to fulfil the graduation requirements of the International Business and Management Studies (IBMS) program at Fontys University of Applied Sciences in Eindhoven. Even though I encountered some hurdles during my internship period, my supervisors and my determination to deliver a successful thesis with real added value helped me get through this process – resulting in a research that identifies the pain points and provides Philips Lighting with actual ‘food for thought’.

First, I wish to thank the 26 respondents for their cooperation and the great conversations I had with them that had resulted in great learnings for myself, and valuable findings for my research.

I would like to thank Dr. Noi Kwanjai, whom had been eager to support me in the development of my thesis in good and bad circumstances, and encouraged me in the choices I made along the way. I am also grateful towards Theo Bader, whom ensured a safe and comfortable working environment for me, and taught me about how to behave professionally in a fast-paced and complex working environment.

Lastly, I want to thank Anna Blanch for her advice on data analysis which had been crucial for the progress of my thesis, as well as for selecting me for this internship that had provided me with a wonderful experience and allowed me to grow both professionally and personally.

I hope you enjoy reading this thesis!

Kyra van de Valk

Eindhoven, January 15<sup>th</sup>, 2018

# TABLE OF CONTENTS

<b>1</b>	<b>INTRODUCTION .....</b>	<b>1</b>
1.1	COMPANY AND PROBLEM BACKGROUND .....	1
1.2	MANAGERIAL PROBLEM .....	2
1.2.1	PROBLEM DEFINITION: EVALUATING THE PHILIPS LIGHTING MYSERVICES PORTAL.....	2
1.2.1	MANAGERIAL OBJECTIVE: FORMULATING AN EFFECTIVE IMPLEMENTATION PLAN .....	2
1.2.1	DELIVERABLE .....	3
1.3	RESEARCH OBJECTIVE AND MAIN RESEARCH QUESTIONS .....	3
1.4	DEMARCATON .....	3
1.5	DEFINITION OF TERMS .....	4
<b>2</b>	<b>THEORETICAL FRAMEWORK .....</b>	<b>5</b>
2.1	THEORETICAL APPROACH: CONCEPTS, MODELS, AND THEORY .....	5
2.1.1	CUSTOMER PORTALS.....	5
2.1.2	CUSTOMIZED SERVQUAL GAP ANALYSIS MODEL.....	6
2.2	SUMMARY AND IMPLICATIONS RESEARCH .....	8
<b>3</b>	<b>RESEARCH METHODOLOGY .....</b>	<b>10</b>
3.1	RESEARCH QUESTIONS AND OBJECTIVES .....	10
3.2	RESEARCH APPROACH.....	11
3.3	RESEARCH STRATEGY AND DESIGN .....	11
3.4	POPULATION AND SAMPLING .....	12
3.4.1	POPULATION .....	12
3.4.2	SAMPLE AND SAMPLING METHOD .....	13
3.5	RESEARCH INSTRUMENTS .....	14
3.6	VALIDITY AND RELIABILITY .....	15
3.7	LIMITATIONS AND ETHICAL CONCERNS.....	15
<b>4</b>	<b>RESULTS .....</b>	<b>16</b>
4.1	FINDINGS.....	16
4.2	ANALYSIS .....	18
4.2.1	PART 1 – RESEARCH QUESTION 1: WHAT ARE THE EXPECTATIONS OF THE CUSTOMERS REGARDING THE CUSTOMER PORTAL? .....	18
4.2.2	PART 1 – RESEARCH QUESTION 2: HOW DO CUSTOMERS PERCEIVE THE ACTUAL SERVICE PORTAL THEY RECEIVED? .....	21
4.2.3	PART 1 – RESEARCH QUESTION 3: WHAT ARE THE CHARACTERISTICS OF THE PRESENT MYSERVICES PORTAL? .....	22
4.2.4	PART 1 – RESEARCH QUESTION 4: WHAT ARE THE COMPETING VIEWS OF THE KEY STAKEHOLDERS IN MANAGEMENT ON THE CUSTOMER PORTAL? .....	23
4.2.5	PART 1 – RESEARCH QUESTION 5: WHICH RULES AND POLICIES DID THE KEY STAKEHOLDERS IN MANAGEMENT RECORD FOR THE SERVICE OPERATORS TO USE? .....	24
4.2.6	PART 1 – RESEARCH QUESTION 6: WHICH METHODS ARE USED TO COMMUNICATE THE SERVICE TO THE CUSTOMERS? .....	24
4.2.7	PART 1 – RESEARCH QUESTION 7: WHICH OPTIONS FOR IMPROVEMENT OF THE CUSTOMER PORTAL ARE WITHIN PHILIPS OR ITS PARTNER SUPPLIER’S INNOVATIVE ABILITY? .....	25
4.2.8	PART 2 – RESEARCH QUESTION 1: WHICH GAPS EXIST IN THE STRATEGIC DESIGN OF THE CUSTOMER PORTAL, AND WHAT CAN EXPLAIN THESE GAPS? .....	27

4.2.9	PART 2 – RESEARCH QUESTION 2: WHICH ACTIONS COULD BE TAKEN TO CLOSE THESE GAPS?	29
<b>5</b>	<b>CONCLUSIONS AND RECOMMENDATIONS</b>	<b>30</b>
5.1	CONCLUSIONS	30
5.2	RECOMMENDATIONS	30
5.2.1	GENERAL STRATEGY	31
5.2.2	IMPROVEMENTS IN PORTAL FUNCTIONALITY	33
5.2.3	REVENUE MODEL	34
5.2.1	OTHERS	36
<b>6</b>	<b>REFERENCES</b>	<b>37</b>
<b>7</b>	<b>APPENDICES</b>	<b>41</b>
7.1	APPENDIX A: 11 GROWTH INITIATIVES	41
7.2	APPENDIX B: ORIGINAL SERVQUAL MODEL	42
7.3	APPENDIX C: CUSTOMIZED SERVQUAL MODEL	43
7.4	APPENDIX D: INTERVIEW PROTOCOL – PORTAL PERCEPTIONS	44
7.5	APPENDIX E: INTERVIEW PROTOCOL – PHILIPS LIGHTING PORTAL PORTFOLIO	45
7.6	APPENDIX F: INTERVIEW PROTOCOL – PORTAL SOFTWARE SUPPLIER	46
7.7	APPENDIX G: INTERVIEW PROTOCOL – OEM PORTAL MANAGER	47
7.8	APPENDIX H: INTERVIEW PROTOCOL – C4CS	48
7.9	APPENDIX I: INTERVIEW PROTOCOL – M2O PROCESS	49
7.10	APPENDIX J: INTERVIEW PROTOCOL – CUSTOMER SATISFACTION MANAGERS	50
7.11	APPENDIX K: INTERVIEW PROTOCOL – ROC	51
7.12	APPENDIX L: INTERVIEW PROTOCOL – CUSTOMERS	52
7.13	APPENDIX M: INTERVIEW PROTOCOL – SERVICE SALES SPECIALISTS	53
7.14	APPENDIX N: COLOUR CODING	54
7.15	APPENDIX O: TRANSCRIPT OF INTERVIEWS	65
7.15.1	PORTAL PERCEPTIONS	65
7.15.1	PLATFORM EXPERTS	67
7.15.1	PROCESS EXPERTS	72
7.15.1	CUSTOMER SATISFACTION MANAGERS	72
7.15.1	ROC	76
7.15.1	CUSTOMERS	77
7.15.1	SERVICE SALES SPECIALISTS	82
7.16	APPENDIX P: LIST OF EXPECTED FUNCTIONALITIES & CONTENT IN PORTAL	87
7.17	APPENDIX P: DESIGN MYSERVICES PORTAL	88
7.18	APPENDIX Q: DESCRIPTION CUSTOMER PORTAL IN SERVICE VALUE WORKBOOK	92
	CUSTOMER PORTAL - ON-LINE DOCUMENTATION	92
7.19	APPENDIX R: PHILIPS LIGHTING CUSTOMER PORTAL DOCUMENTATION STRUCTURE	93
<b>8</b>	<b>EPILOGUE: CRITICAL REFLECTION AND EVALUATION FORMS</b>	<b>95</b>
8.1	CRITICAL REFLECTION	95
8.2	EVALUATION FORMS	98

# List of Tables and Figures

## LIST OF TABLES

<i>Table 1: Research Questions and Corresponding Strategy/Design .....</i>	<i>12</i>
<i>Table 2: Profile of Respondents &amp; Corresponding Research Method.....</i>	<i>14</i>
<i>Table 3: Colour Coding Caption .....</i>	<i>16</i>
<i>Table 4: Top 5 Expected Functionalities &amp; Content in Portal by Customers.....</i>	<i>16</i>
<i>Table 5: Expected Users in Customer's Perception.....</i>	<i>16</i>
<i>Table 6: Preferred Revenue Model in Customers' Perception .....</i>	<i>17</i>
<i>Table 7: Expected Benefits of the Customer Portal for Philips Lighting and its Customers.....</i>	<i>17</i>
<i>Table 8: Integration Possibilities Customer Portal .....</i>	<i>26</i>
<i>Table 9: Concluded Gaps .....</i>	<i>27</i>
<i>Table 10: Suggested Actions to Close Gaps.....</i>	<i>29</i>

## LIST OF FIGURES

<i>Figure 1: Business Model Philips Lighting Business Professional Services Unit.....</i>	<i>1</i>
<i>Figure 2: Thesis Structure .....</i>	<i>5</i>
<i>Figure 3: Customized SERVQUAL Model.....</i>	<i>6</i>
<i>Figure 4: Bar Chart - Is the Customer Portal Valuable?.....</i>	<i>16</i>
<i>Figure 5: Pie Chart - Preferred Communication Channel.....</i>	<i>17</i>
<i>Figure 6: Value Proposition Canvas - Comparing the Actual Service with Customer Expectations.....</i>	<i>17</i>
<i>Figure 7: Communication Timeline.....</i>	<i>17</i>

# Glossary and Abbreviations

## *Glossary*

See below a list of definitions in alphabetic order.

<b>As-Built Data</b>	Documents related to the technicalities of the lighting system, as well as updates or tracking of technical activities or so-called ‘technical interventions’.
<b>Capital Expenditure</b>	When a company uses its funds to acquire, upgrade, or maintain physical assets (Investopedia, 2017) to preserve or expand the company’s ability to generate profit (Maverick, 2017).
<b>Circular Lighting</b>	The ‘Circular Lighting’ package involves reuse, refurbishing and recycling of systems parts based on the cradle-to-cradle principle. It is the highest level of managed services a customer could receive. Currently, this is only available for a select number of systems (Philips Lighting, 2018).
<b>Cloud 4 Customer Satisfaction</b>	An operational delivery tool for services, meant for internal use by the customer satisfaction department. The front-end of the system triggers all logistics to deliver services, such as ticketing in case of issues, tracking of the status, and managing the intervention planning; whereas, the back-end of the system links the data to the general Philips Lighting SAP database.
<b>Corrective Maintenance</b>	The activity of identifying, isolating, or rectifying a fault in the lighting system with the goal to restore it to a normal operating condition (Stiles Machinery Inc., 2017).
<b>Customer Portal</b>	A secure website enabling businesses to share account-specific information with its customers. Through its 24/7 availability of up-to-date information it could improve the relationship between business and customers. This information may include product and order information, project status, invoices, and calendars (Insite Software, 2017).
<b>Digital Platforms</b>	A platform consistent of a combination of software and hardware services of a company, which are used to deliver the company’s digital strategy to its customers. Three types of digital platforms can be identified: ‘Aggregation Platforms’ which facilitate transactions and connects users to data resources, ‘Social Platforms’ which facilitate social interactions and connects users to communities, and ‘Mobilization Platforms’ which facilitate mobilization and

encourages co-creation and co-operation (CIO Whitepapers Review, 2017).

<b>Document Repository</b>	A group of documents that were organized by a set of criteria, and can be retrieved from an online database (Sévigny & Glorieux, 2003).
<b>Download Centre</b>	A document repository widget developed by the long-term partner supplier of Philips Lighting Digital Marketing.
<b>E-commerce</b>	All business that is conducted over the internet, which can be in the form of actual trade of products and services, cash flows and data transmissions. These transactions take place in a Business-to-Business, Business-to-Consumer, Consumer-to-Business, or Consumer-to-Consumer context (Investopedia, 2017).
<b>Escalation Matrix</b>	When customers contacted the company to resolve their issue but it takes too long, the customers could look at the escalation matrix to see which step could be undertaken to solve or escalate the process themselves (Gopal, 2017).
<b>External Customer</b>	The end-customer whom has the choice to buy a company's product or service or go for another company's offer. It is these individuals that make the existence of the company possible through the revenue they produce (Earl, 2004).
<b>Freemium Business Model</b>	A business model in which the customers receive a basic product or service for free, and are expected to pay for more advanced features that are considered 'premium' (Cambridge University Press, 2018).
<b>Free 2 Fee</b>	BU Services' vision to change the product-oriented Philips Lighting where value-added services are provided free of charge, into a service-oriented company where the value of the services is articulated to the customers and the services are charged.
<b>Gap</b>	A situation in which there is a difference between two things, that prevents it from being complete (Collins, 2017).
<b>Identity Management System</b>	A system facilitating the process of identifying, authenticating and authorizing individuals to gain access to specific online networks, applications, or systems (Rosencrance & Mathias, 2017).
<b>Internal Customer</b>	Any party whom depends on another party in the same organization to

provide them with products or services that will be used to create a deliverable for the external customer (Earl, 2004).

<b>Intervention</b>	A situation where a technician or engineer visits the site of the customer to conduct corrective or preventive maintenance on a lighting system.
<b>Joint Discovery</b>	A process in which the sales specialist cooperates with the customer to attain an optimal customer-specific lighting solution. This is often done through a face-to-face approach.
<b>LEDification</b>	The replacement of classical lighting sources by energy-efficient and health-beneficial LED lighting (LightingEurope, 2017).
<b>Lifecycle Services</b>	Second pillar of the Three Pillars of Philips Lighting Services, which focuses on extending the life of the customer's lighting installation through corrective and preventive maintenance, remote assistance, spare part management, and optimization reporting (Philips Lighting, 2017).
<b>Light as a Service</b>	Managed Services package for which no CAPEX is needed. The customer does not pay for its own lighting equipment, but pays Philips Lighting a percentage of the difference between the previous and current lighting consumption costs; hence, leveraging on the lighting efficiency of the Philips Lighting systems.
<b>Managed Services</b>	Third pillar of the Three Pillars of Philips Lighting Services, which encompasses the whole process from inquiry and designing to maintaining the system with a guaranteed outcome based performance. Rather than receiving a selection of products, the customer receives a lighting design based on the lumen output (Philips Lighting, 2017).
<b>MyLighting</b>	A Single Sign-On identity management system in development by the digital marketing department in Philips Lighting. The concept entails that the Philips Lighting website is connected to a MyLighting Portal which is integrated with all systems and portals within the company.
<b>MyServices Portal</b>	The Customer Portal for Services that had been developed by BU Services in cooperation with its long-term partner supplier of digital solutions.
<b>Multi-Device Capability</b>	When a type of software is designed to run effectively on other devices besides a PC, such as a mobile phone or a tablet. In the contemporary world,



this often means the existence of a fully functional app.

<b>Outcome-based Performance</b>	Designing a lighting installation with an optimal performance, looking at the lumen output, energy efficiency, and benefits for health.
<b>Performance Optimization</b>	The on-going process of improving lighting efficiency for a maximum performance.
<b>Performance Reporting</b>	The process of developing reports that illustrate the results of a lighting system's performance over a particular time frame by measuring the activity from that system and interpreting its data. Some customers prefer to receive data only, and analyse it themselves; whereas, other customers favour actual advice supported by graphs and tables.
<b>Personalization</b>	To customize content or design to meet a particular individual's needs or preferences (Cambridge University Press, 2017).
<b>Preventive Maintenance</b>	Regular inspection by qualified technicians and engineers with the objective to maintain a continuous satisfactory condition by identifying premature failures either before they arise or before they become actual or major failures (Stiles Machinery Inc., 2017).
<b>Professional Services</b>	The first pillar of the Three Pillars of Philips Lighting Services, which includes audit, design, and consulting services. It is perceived as an enabler for other service contracts.
<b>Qualified by Philips</b>	Technical operating companies that have been qualified to be an official Philips Lighting partner.
<b>Remote Operations Centre</b>	Centralized remote operation of connected systems, performed by a specialized team from the centre in Bangalore, India.
<b>Revenue Model</b>	The theoretical structure or strategy behind the manner in which a business generates its revenue (Pahwa, 2017).
<b>Single Sign-On (SSO)</b>	A user authentication service that allows a user to access multiple applications through one set of login credentials. The server recognizes the credentials and authorizes the end-user to use all applications that the user has been given rights for. This eliminates unnecessary repeated log-in during a specific session (Teravainen, 2016).
<b>Self-Help</b>	Functionalities or content designed to support users in achieving the things for

<b>Functionalities</b>	themselves. These may include a Frequently Asked Questions (FAQ) section, Questions & Answers (Q&A) section, a human-controlled or automated support chatroom, guides or manuals, a search bar, and an escalation matrix.
<b>Self-Registration</b>	A widget developed by the long-term partner supplier of Philips Lighting Digital Marketing, which is a one-page form that should be filled in by new users wanting to register themselves for access to the Customer Portal.
<b>Self-Service</b>	Self-Service, or in this case ‘Web Self-Service’, refers to type of electronic or online support – also known as e-support – that authorizes customers and employees to access information and complete everyday tasks by themselves rather than to contact a representative from the corresponding company to fix the problem. It is a commonly used support in CRM and ERM fields (TechTarget, 2018).
<b>Service Stream</b>	The complete supply chain of Services within Philips Lighting.
<b>Service Tag</b>	A unique QR-based identification system placed on luminaires, poles, and boxes. After scanning this QR-code, the technician or engineer is able to see the relevant troubleshooting and configuration information of the lighting parts (Philips Lighting, 2017).
<b>Service Ticketing</b>	Whenever a customer faces an issue with their lighting system, such as a broken lighting armature, they inform Philips Lighting about the incident whom they create a ticket in its own support system. This will then trigger a solving process, which in case of services often requires the intervention of a technician on site.
<b>Spare Part</b>	An identical or interchangeable component to replace a lost or damaged part in a lighting system, also known as a ‘service part’ (WebFinance Inc., 2017).
<b>Three Pillars</b>	After having identified the services within Philips Lighting in accordance with the Free 2 Fee vision, BU Services formulated the Three Pillars or categories of Services; namely, Professional Services, Lifecycle Services, and Managed Services.
<b>Troubleshooting Information</b>	A standardized method of problem solving used to trace and correct faults found in sophisticated mechanical or electric systems (Rouse, 2014).
<b>Two-Way</b>	When two parties exchange text-based or voice-based information with each

<b>Communication</b>	other through a messaging system (Techopedia Inc., 2018).
<b>Value Proposition</b>	A clear statement from a business towards its customer summarizing the added benefits of a specific product or service, the pains it relieves the customers from, and why it is better than other similar products on the market. Ideally, the value proposition is attractive and to the point (Investopedia, 2017).
<b>Widget</b>	A piece of software in the form of a small icon on the computer screen that refers a user to a particular type of content or application (Cambridge University Press, 2018).

### ***Abbreviations***

See below a list of abbreviations in alphabetic order.

<b>BU Services</b>	Business Unit Services (Philips Lighting Business Professional Services)
<b>C-ROC</b>	Customer Remote Operations Centre
<b>C4CS</b>	Cloud for Customer Satisfaction
<b>CAPEX</b>	Capital Expenditure
<b>CMS</b>	Content Management System
<b>CSAT</b>	Customer Satisfaction Team
<b>EMS</b>	Employee Management System
<b>FAQ</b>	Frequently Asked Questions
<b>I-KAM</b>	International Key Account Managers
<b>LaaS</b>	Light as a Service
<b>P-o-C</b>	Point-of-Contact
<b>Q&amp;A</b>	Questions & Answers

## Executive Summary

A customized version of the SERVQUAL model by Parasuraman, et al. (1988) was used to frame the data of the 26 in-depth interviews that were conducted with internal and external stakeholders to evaluate the quality or value of the contemporary Customer Self-Service Portal for Philips Lighting Services. The purpose of the research was therefore to identify the gaps in the strategic design of the portal, as well as the opportunities to improve the portal in a way that will add value to the business model of BG Professional Services.

The first finding was that Customer Portal was found to be a CRM tool through which 'self-service' is provided, rather than just a marketing tool. In contrast to previous beliefs, the MyLighting portal will not replace the Customer Portal for Services, but is rather meant to co-exist. The current portal; however, does not sufficiently meet customer expectations yet, and therefore needs to be improved. Customers disclosed performance reporting and service ticketing to be the most essential pieces of information that they wish to have access to in the portal.

The Customer Portal is not only beneficial for the operational efficiency of the customer, but also for BU Services and other Philips Lighting parties due to its contribution to improved cost reduction, customer relationships, reputation, and differentiation. Despite their crucial role in the offering and implementation process of the portal, the Sales and CSAT do not sufficiently understand the value proposition of the portal. By improving the value proposition and its communication, the offering and implementation process could be escalated.

As the portal is perceived to be the 'face' of Philips Lighting Services, it is recommended to continuously improve the portal to meet customer expectations, as well as to talk to the IT department about the general digitalization strategy and how the portal would add value to this.

The general strategy that BU Services is suggested to follow is to either pilot the portal with a selection of customers and cooperate to improve it, or to improve the portal first to enable faster mass rollout. Recommended options for improvements in portal functionality include the addition of a share centre and self-registration widget in the MyServices Portal, and the integration of C4CS – which would allow service ticketing to take place. Finally, BU Services is recommended to opt for a Freemium revenue model as it allows new revenue streams to be generated within the Services department.

# 1 INTRODUCTION

## 1.1 Company and Problem Background

In accordance with the 11 Growth initiatives established by Philips Lighting to recover from a 70% decline in conventional lighting sales (see Appendix A), a business unit named 'BG Professional Services' was created.

BG Professional Services – also known as BU Services – has the objective to change the company from a product-oriented business to a service-oriented business to counter the decline in sales with a pipeline of recurring service revenues. These are generated by charging customers for services instead of giving them away for free – which is why this vision is called the 'Free 2 Fee' vision.

These services can be categorized in 'Three Pillars': see Professional Services in green, Lifecycle Services in blue, and Managed Services in purple explained in Figure 1 below.



Figure 1: Business Model Philips Lighting Business Professional Services Unit

As part of the Life Cycle Services offering to B2B end-users, the Services team identified the customer need of having access to all the information related to its lighting installation, maintenance visits, energy reporting and related contacts. This could be achieved through a self-service website, or so-called 'Customer Portal', in which Philips Lighting customers can log-in to their personal accounts and find all the documentation they require.

As the functionality of the portal did not meet Philips' standards and the old SME-oriented cost model became too costly when they decided to add multinational companies during the 3<sup>rd</sup> quarter of 2017, BU Services had to engage in negotiations with the supplier to change the portal.

## **1.2 Managerial Problem**

### **1.2.1 Problem Definition: Evaluating the Philips Lighting MyServices Portal**

Since the 'MyServices Portal' was created and introduced to customers, the project had started to reveal valuable insights into its functionality. These insights had demonstrated the need for points of improvement in portal functionality, planning and communication; therefore, this was the starting point for this investigation. Simultaneously, opinions were rather divided regarding the manner in which this project should be dealt with. Whereas some part of BU Services' management truly believed in this project's potential and wanted to invest in it, the lack of faith from the others in the value of a customer portal had led to thoughts of shelving this project - hence leaving it as it is without investing more money and effort in it. Services' management did not understand why the implementation of the portal had not been actively picked up yet by the markets and sales specialists. It could be concluded that there was clearly a lot of obscurity surrounding the Customer Portal. The aim of this investigation was therefore to assess the quality and potential value of the customer portal by comparing the actual service quality with the expected service quality through a Gap Analysis, and to develop a concrete actionable plan that will serve as a guideline on how to implement the portal in a way that adds value to BU Services' business model.

### **1.2.1 Managerial Objective: Formulating an Effective Implementation Plan**

The objective was to improve the strategy behind the Customer Portal, and to create alignment between the various stakeholders regarding this strategy within one month after the release of this investigation. As BU Services is on a tight budget, their aim is to keep the necessary investment and recurring costs as low as possible; however, if the portal were to create significant impact in a way they had not seen for eyes, they would be willing to allocate more resources to the project. The first version of the portal should be piloted within the first quarter of 2018.

### 1.2.1 *Deliverable*

The thesis was concluded in the form of a new and realistic implementation plan for BU Services that considers all results found through the research. Whereas the research provided clarification on the quality and potential value of the Customer Portal, this implementation plan will serve as a guideline for the Services team; hence, suggesting ways on how to best proceed with this project. Both parts provide critical information for BU Services.

## 1.3 Research Objective and Main Research Questions

The objective of this research was to identify the gaps between the actual service quality and the expected quality of the MyServices Portal to find out ways of improving the strategy behind the Customer Portal and to add more value to the business model of BU Services. Based on the information that had been gathered through the first objective, the second objective was to formulate a concrete actionable plan going forward.

Following the problem statement, the main question that had been answered throughout this research is ‘What is the potential value of the Customer Portal for Services to Philips Lighting, and how can this value be materialized throughout the service stream?’.

To answer this main question, research questions were created and divided in two parts based on the SERVQUAL Gap Analysis Model. In the first part, the multiple categories in the Customized SERVQUAL model had been explained individually; namely, the expected service by the customer, the perceived service, the actual service, management perception, translation of these perceptions into service quality standards, innovative capability, and external communication to the customer (see Appendix C). The second part was directed towards identifying the gaps in the strategic design of the portal and to clarify why these gaps were there; hence, assessing the quality of the portal by comparing the expectations and the actual quality of the portal. The answers to these questions will then be used to develop solutions for the Customer Portal to add more value to the business model in Chapter 5 ‘Conclusions and Recommendations’. The questions will be provided in Section 3.1 of this thesis.

## 1.4 Demarcation

In this thesis, emphasis was placed on the specific concept of a ‘customer portal’, while limiting the scope of research surrounding other topics associated with ecommerce, digital platforms, or CRM.

This research will mainly examine the concept of a customer portal within a B2B environment. The study was performed on a global scope; that is, questioning of research participants outside of the Netherlands could take place through a Skype connection whereas the majority of the participants situated within the Netherlands could be questioned face-to-face. Data derived from these individuals has clarified what the portal means to the company and its stakeholders, and has defined 'how', 'when' and 'where' the portal project has been dealt with and should be dealt with in the future.

## **1.5 Definition of Terms**

A distinction can be made between the usage of the two terms 'Customer Portal' and 'MyServices Portal'. When the MyServices Portal is mentioned, this refers to the specific Customer Portal for Services developed by the long-term partner supplier. The term 'Customer Portal', refers to a customer portal as a general term. Refer to the Glossary and Abbreviations list for any necessary clarifications on definitions and abbreviations appearing throughout this thesis.



## 2 THEORETICAL FRAMEWORK

### 2.1 Theoretical Approach: Concepts, Models, and Theory

For an overview of the structure of this thesis, refer to the figure below.

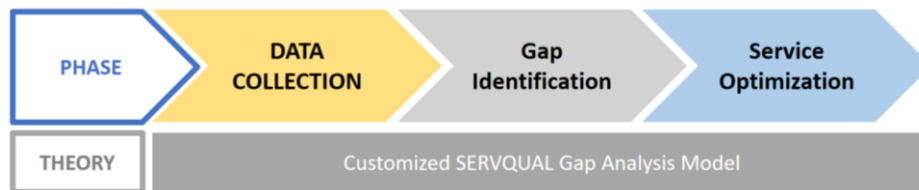


Figure 2: Thesis Structure

#### 2.1.1 Customer Portals

Meuter et al. (2000) defined self-service technologies (SSTs) as ‘technological interfaces that enable customers to produce a service independent of direct service employee involvement’. In contrast to conventional agent-assisted support, a customer portal allows customers access to self-service on a 24/7 basis (CRM Magazine, 2013); hence, it can be categorized as a self-service technology.

The two main advantages of customer portals to the users are convenience and relevance (Insite Software, 2017). Through its easy navigation and up-to-date content, the portal limits the effort it takes for customers to find the right answers to their questions, ensuring faster and easier completion of their tasks - therefore drastically improving customer experience (CRM Magazine, 2013). A well-designed customer portal only shows customers the information specific to their contexts (Insite Software, 2017).

According to a study by Forrester Research, the majority of the consumers actually prefer self-service to sending an email or making a call. It’s a disruptive technology affecting and changing the behaviour from consumers of all ages with the benefit for a business to reduce its customer service costs while maximizing revenue at the same time (CRM Magazine, 2013).

Cheung et al. (2003) explained how a customer self-service portal works within four contexts; namely, the acquisition of knowledge, the automation of one’s business, the diffusion of knowledge, and the measurement of business performance. Acquisition of knowledge in the Knowledge Based System takes place when knowledgeable and experienced customer service staff provide the necessary data and information in response to a request made by a customer. The data gained from

these knowledge transfers can then be used to automate the process outside of office hours, and can be integrated into future staff training and learning curricula (Cheung, et al., 2003) – hence the data gathered from the portal could be used for various big data enabled activities (Jawad, 2014). Lastly, every activity in the portal can be monitored continuously, allowing for the business to assess its performance (Cheung, et al., 2003).

### 2.1.2 Customized SERVQUAL Gap Analysis Model

Research on existing models was done to develop an appropriate gap analysis that would be applicable for this specific study. The majority of the research on service quality is linked to the SERVQUAL Model - a Gap Analysis model to measure service quality - (Morgan, et al., 2010), and seemed to possess a good basis to map the gap analysis for this research.

The SERVQUAL Model by Parasuraman et al. (1988) itself is generally used in quantitative research in which a questionnaire is conducted to compare the expectations of the customers regarding the quality with the perceived quality of the service (Isberg, 2010). This may sound promising, but when applying this model to a B2B segmented problem one will notice that this measure suffers from major limitations. This is because it was developed for use within B2C contexts; however, with the necessary modifications, the model can be used for B2B scenarios (Milcheva, et al., 2013).

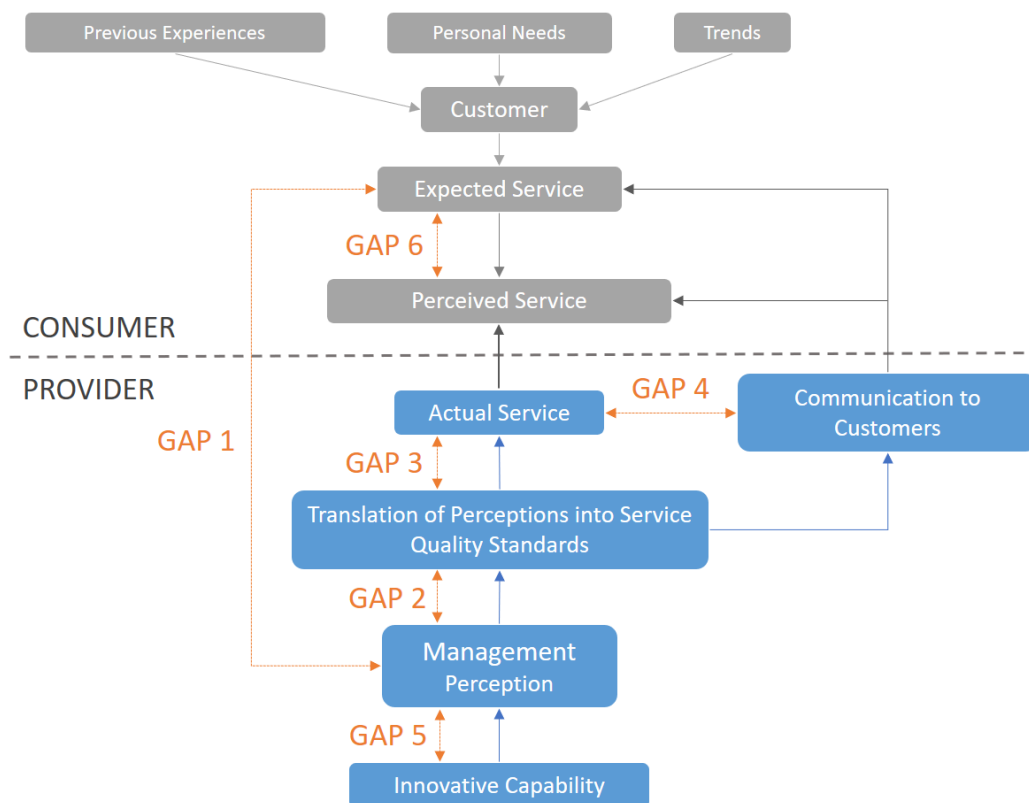


Figure 3: Customized SERVQUAL Model

The model in Figure 3 was based on the original model of the SERVQUAL that can be found in Appendix B. The adjusted model can be found in Figure 3 and Appendix C. With regards to the Customer Portal, the categories in the customized SERVQUAL model could be explained as follows:

**Expected Service:** This is the value of the portal that the customer anticipates. This is dependent on the customer as an individual, whom has formed its idea based on previous experiences with customer portals, its personal needs, and trends.

**Perceived Service:** How the customer regards the service he or she receives. In the case of the customer, there are only two end-customers whom were thought to have experienced the portal so far. These two will repeatedly appear throughout this research as the 'Premium Electronics Customer', and the 'Airline Company'.

**Actual Service:** The 'as-is' portal design – meaning the state in which the portal is in currently. An explanation of the MyServices's model was provided.

**Management Perception:** The understanding, opinion, and expectations that the managers involved with the portal project have with respect to the Customer Portal.

**Translation of Perceptions into Service Quality Standards:** This category explains about the manner in which the customer needs were translated into quality requirements for the portal, meaning the rules and policies that had been created to ensure successful delivery of the service by the actual executors of the service plan – which are in this case the services sales specialists, customer satisfaction managers and C-ROC.

**Communication to Customers:** The way through which BU Services educates the internal and external customers about the Customer Portal, and what they were promised.

**Innovative Capability:** The options open for infrastructure or design improvement within Philips Lighting without taking cost factors into account yet. This dimension is an addition to the original SERVQUAL model, that allows for research on possibilities to optimize the strategic design of the Customer Portal that would add more value to the business model of BU Services.

Once these aspects became known through data collection, the actual evaluation or identification of the gaps could take place. The meaning of the gaps that were identified are described below:

**Gap 1 - The Knowledge Gap:** This gap arises when the company delivers a service that does not meet the expectations of the customer due to having an incorrect perception of the customer's expectations. Here the 'Management Perception' will be compared with the 'Expected Service'.

**Gap 2 - The Policy Gap:** Usually the management sets rules and policies to ensure that the individuals executing the delivery of the service do so in the way management expects it to happen. The gap arises when management has not been able to properly record their standards in a set of rules and policies to the actual operators of the service.

**Gap 3 - The Delivery Gap:** This is the gap that arises when the actual delivered service is not in accordance with the set standards.

**Gap 4 - The Communication Gap:** Here the company makes many promises to the customer, but does not live up to the expectations they have created. Generally, this is the most frequently occurring gap, and also the reason behind BU Services mindset of being careful of talking to customers.

**Gap 5 - The Innovation Gap:** Possibilities to improve operations to improve the quality or value of the service that management might have overlooked. This gap has been added to the original concept of the SERVQUAL.

**Gap 6 - The Customer Gap:** Gap 1 to 5 lead to gap 6 – which is a gap between the expectations of the customers with the perceived quality of the service they actually receive. Ideally, this gap is either non-existent as the actual service is on par with the customer's expectations, or the actual service should exceed the customers' expectations (Vleeshouwers, 2017).

## **2.2 Summary and Implications Research**

From the research done on the concept of the 'Customer Portal' can be concluded that the portal can be identified in the Business Model in Figure 1 as a 'channel', and that the actual service being facilitated by the portal is 'Self-Service' – which is a commonly used practice in CRM and ERM fields (TechTarget, 2018). Customers prefer to solve routine activities themselves rather than to contact the company. For the company this is beneficial in the way that they themselves do not have to spend time doing these needlessly time-consuming activities. Instead, they could focus on something more important; thus, reducing costs and improving operational efficiency.

The SERVQUAL model proposes a good method of identifying gaps in this research to better frame the data from the qualitative interviews, and therefore ensures a more logical structure.

### 3 RESEARCH METHODOLOGY

This chapter discusses the research methodology that was used to address the research problem and objective mentioned in Chapter, which was to identify the gaps between the actual service quality and the expected quality of the MyServices Portal. These could then be used to improve the strategy behind the portal and secure more added value to BU Services' business model.

#### 3.1 Research Questions and Objectives

As discussed in section 1.3, the research had been divided into two parts to answer the main question 'What is the potential value of the Customer Portal for Services to Philips Lighting, and how can this value be materialized throughout the service stream?'. Research questions for Part 1 were created to reflect the data needed to answer the question in Part 2, where the gaps in the strategy for the Customer Portal are identified. An overview of the questions can be found below:

##### Part 1 – Data Collection:

Research Questions 1-7 were based on the dimensions visible in the customized SERVQUAL model in Figure 3, and discussed in section 2.1.2. To gain more insight into the service stream relating to the Customer Portal, data needed to be collected. The questions for Part 1 are:

1. *What are the expectations of the customers regarding the Customer Portal?*
2. *How do customers perceive the actual service portal they received?*
3. *What are the characteristics of the present MyServices Portal?*
4. *What are the competing views of the key stakeholders in management on the Customer Portal?*
5. *Which rules and policies did the key stakeholders in management record for the service operators to use?*
6. *Which methods are used to communicate the service to the customers?*
7. *Which options for improvement of the Customer Portal are within Philips or its partner supplier's innovative ability?*

##### Part 2 – Gap Identification:

After the data collection, the actual Gap Analysis could be performed. The following questions had been answered:

1. *Which gaps exist in the strategic design of the Customer Portal, and what can explain these gaps?*

2. *Which actions could be taken to close these gaps?*

### **3.2 Research Approach**

To both leverage from the portal's potential, and meet the expectations of the Services team, it was decided to use an evaluative- and design-oriented research approach. BU Services desires guidelines for the implementation of the Customer Portal; however, it seemed that the current portal and implementation plan had to be examined first as there were doubts regarding the use and significance of the customer portal.

Originally the SERVQUAL method is quantitative in nature (Isberg, 2010); however, this approach was not applicable to this company-specific research problem as it was too generic. In this case, the most valuable information for this research could be gained from a select group of people whom were chosen depending on the quality of information they provided.

### **3.3 Research Strategy and Design**

The disadvantage of in-depth interviews was the time-intensiveness as it required quite some time to conduct and process the data of the interviews; however, in-depth interviews allowed for the respondents to provide high value and detailed information needed to understand the complexity of the processes and to fully understand customer needs and their expectations (Steber, 2017). Where areas were too vague or complex due to the customer-specific nature of the lighting services, the interviewer could go more in-depth where needed (Clarke & Jack, 1998).

Having worked on this project on an on-going basis, the researcher had developed a good sense of what was going on in the service stream with respect to the Customer Portal. Observation played a role in this research, as the researcher used her own experience to conduct the research in an effective manner, and to identify issues and correlations that respondents might have missed.

For an overview of the strategy and design used per sub-question, refer to Table 1 on page 12.

Table 1: Research Questions and Corresponding Strategy/Design

Part	Question	Strategy/Design			Main Sources
		<i>In-Depth Interview</i>	<i>Desk Research</i>	<i>Observation</i>	
1	1) What are the expectations of the customers regarding the Customer Portal?	X	X	X	Customers
	2) How do customers perceive the actual service portal they received?	X		X	Customers
	3) What are the characteristics of the present MyServices Portal?	X	X	X	Management, Documentation
	4) What are the competing views of the key stakeholders in management on the Customer Portal?	X		X	Management
	5) Which rules and policies did the key stakeholders in management record for the service operators to use?		X	X	Documentation
	6) Which methods are used to communicate the service to the customers?	X	X	X	M2O Expert, Platform Experts
	7) Which options for improvement of the Customer Portal are within Philips or its partner supplier's operational ability?	X		X	Platform Experts
2	1) Which gaps exist in the strategic design of the Customer Portal, and what can explain these gaps?	Evaluation based on previously gathered data			All
	2) Which actions could be taken to close these gaps?	Evaluation based on previously gathered data			All

## 3.4 Population and Sampling

### 3.4.1 Population

As can be seen in Table 1 and Table 2, different sets of people were interviewed to gain more profound insight into the current situation surrounding the Customer Portal; namely, 'Management', 'Platform Experts', 'Process Experts', 'Customer Satisfaction Managers', 'C-ROC', 'End-Customers', and 'Service Sales Specialists'.

#### Internal & External Customers

With respect to the Customer Portal, BU Services differentiates between two types of customers; internal customers and external customers. Internal customers can be defined as the customer satisfaction managers in Philips markets and the C-ROC. The CS managers were expected to use the portal as a CRM tool, whereas the C-ROC was expected to use it to provide the customers with performance reporting besides their operational responsibilities to maintain the portal. External customers are those customers with whom BU Services has a life cycle or managed services contract. Generally, these are large sized companies with 1,000+ employees and multiple locations, as well as national-oriented companies engaging in operations on a global-scale. The information gained from



these two types of customers has provided better insight into the customer needs and expectations concerning the portal.

As BU Services' management is cautious of arranging meetings with its customers as they do not want to create expectations that they cannot meet, an additional group of interviewees was added to represent the internal customers. This group are the Service Sales Specialists, whom are the closest to the customers with a need for services.

### **Management**

Management was mainly asked questions regarding their perception on the portal, in accordance with Research Question 4 'What are the competing views of the key stakeholders in management on the Customer Portal?'. Discussions during a team meeting that took place in October 2017, gave the impression that the customer portal project was going to be shelved due to a lack of believe in its value. For this reason, the managers whom were directly involved with the portal, and the managers whom are indirectly involved but whom had an important role in decision-making, were interviewed to develop a better understanding of their perceptions.

### **Platform & Process Experts**

To answer Research Question 6 'Which methods are used to communicate the service to the customers?' and Research Question 7 'Which options for improvement of the Customer Portal are within Philips or its Partner supplier's operational ability?', 'Platform Experts' and a 'Process Expert' were interviewed. There were multiple platform initiatives within Philips – namely C4CS, MyLighting, and the MyTechnology Portal - that might have had overlap or present opportunities of integration with the MyServices Portal; hence, the individuals responsible for these initiatives were asked questions to clarify these matters. A M2O-Manager was asked to explain more about the usual implementation or go-to-market process within Philips Lighting to develop a better idea on how this could be applied to the Customer Portal in the implementation phase.

#### **3.4.2 *Sample and sampling method***

A total of 26 individuals were interviewed for this research. Refer to Table 2 for an overview of the respondent groups and the number of respondents that were interviewed within that specific group.

Table 2: Profile of Respondents & Corresponding Research Method

Topic	Respondent (Number Sampled)	Data Collection Method	Data Collection Instrument
<b>Management Perception</b>	Management (5)	In-depth Interview	Interview Protocol (Appx. D) Face-to-face or Skype
<b>Platforms</b>	Platform Experts (4)	In-depth interview	Interview Protocol (Appx. E, F, G, H) Face-to-face or Skype
<b>Process</b>	Process Experts (1)	In-depth Interview	Interview Protocol (Appx. I) Face-to-face
<b>Internal Customer Needs</b>	Customer Satisfaction Managers (4)	In-depth Interview	Interview Protocol (Appx. J) Skype
	C-ROC (1)	In-depth Interview	Interview Protocol (Appx. K) Skype
<b>External Customer Needs</b>	End-Customers (5)	In-depth Interview	Interview Protocol (Appx. L) Face-to-face or Skype
	Service Sales Specialists (6)	In-depth Interview	Interview Protocol (Appx. M) Face-to-face or Skype

The sample was based on the needs of the study and the quality of information that could be gained from a specific respondent; hence, the sampling method could be defined as ‘purposeful sampling’. The selection was made after a commitment of two-months immersion in the topic of the research so that a well-contemplated strategy could be formed.

The actual sample was dependent on the availability and willingness of management to approach customers for this research – therefore this sample was, to some extent, based on convenience. Due to contractual matters, the account managers of the Premium Electronics and Airline companies stood in as their representatives.

### 3.5 Research Instruments

The researcher was the main research instrument in this study, as the researcher conducted the interviews and could steer the conversation and going more in-depth where needed.

As preparation for the interview, interview protocols were made with instructions on the set-up of the meeting, introduction points, question topics, and follow-up instructions. The ‘question topics’ were bullet points of a set of loose questions that could be followed throughout the interview, but could be diverted from when the researcher felt it was needed. Refer to Table 2 in section 3.4.2 for an overview of the respondents and the corresponding interview protocols.

The interview protocols for Platform Experts differed per respondent as the respondents were each expert in the field of their own specific platform environment, which meant that the type of content that was to be acquired from these respondents was different.

Service Sales Specialists were not interviewed as internal customers as they will not be the ones using the portal, whilst the Customer Satisfaction Managers will. As mentioned before, the Service Sales Specialists represented the end-customers in this study, as they and the Customer Satisfaction Managers are the ones maintaining contact with the customers on a daily basis. For this reason, the interview protocol for both parties contain the same questions.

### **3.6 Validity and Reliability**

Debriefing was conducted to confirm the validity of the interview answers. Where data was incorrect, the respondents corrected this. Gaps in data were filled by sending out additional emails to the respondents with the question to provide more information.

### **3.7 Limitations and Ethical Concerns**

Philips Lighting has a rather hierarchical culture in which confidentiality and secrecy are valued across departments. The fact that BU Services did not wish to discuss the Customer Portal with the end-customers in detail limited the credibility of this research; however, going against the wishes of the company by secretly seeking contact with the end-customers would not be in line with the business ethics. Therefore, alternative methods were used to achieve a credible research as mentioned in previous sections.

## 4 RESULTS

### 4.1 Findings

After highlighting the most important data from the 26 interview transcripts (Appendix O), the data was then compiled and categorized a colour coded list in Appendix N.

The data had been coloured as followed:

Table 3: Colour Coding Caption

Category	Colour
Expected Service	ORANGE
Perceived Service	RED
Actual Service	BLUE
Management Perception	GREEN
Translation of Perceptions into Service Quality Standards	YELLOW
Communication to Customers	PINK
Innovative Capability	PURPLE

Based on the colour coding, the majority of information was then converted into graphs and tables for a better comprehensible visualized overview of the findings. Some data were situational facts and descriptions that needed to be summarized in the analysis; hence, these could not be visualized. The Figures and Tables below were used to answer the research questions in section 4.2.

Table 4: Top 5 Expected Functionalities & Content in Portal by Customers

TOP 5 Expected Functionalities & Content in Portal by Customers	
1	Performance Reporting
2	Service Ticketing
3	Two-Way Communication, Standard Self-Help, Monitor Lighting Systems, News Section
4	Manage Light within Portal, Spare Parts Tracking, Download Centre, Integrated Data Analytics/Stats
5	Notifications Document Updates, Multi-Device Compatibility, Case Studies, Integration Other Applications
GREEN = Included in current portal   RED = Not included   ORANGE = Partially	

Table 5: Expected Users in Customer's Perception

Expected Users in Customers' Perception (x mentions)	
1	Facility Management Team (3)
2	Maintenance Team (2), All Employees (2)
3	Other Stakeholders (E.g. Financial Managers and Sustainability Managers (1)

Is the Current Customer Portal Valuable?

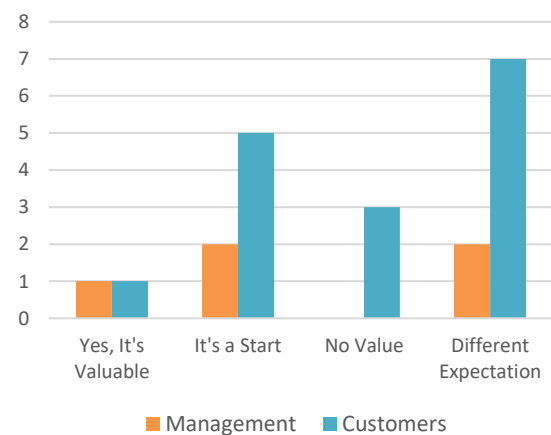


Figure 4: Bar Chart - Is the Customer Portal Valuable? (X respondents)

Table 6: Preferred Revenue Model in Customers' Perception

Preferred Revenue Model in Customers' Perception (x mentions)	
1	Freemium (4)
2	Standard (2), or Optional (2)
3	Move from optional to standard

Table 7: Expected Benefits of the Customer Portal for Philips Lighting and its Customers

EXPECTED BENEFITS	
Philips Lighting	Customers
Cost Reduction	Transparency
Differentiation	Single Point of Entry
Customer Intimacy	Tangibility of Services
Usage for Up- and Cross-selling	Up-to-Date information
Improved Reputation	Operational Efficiency
	Control
	Energy Savings
	Ease of Doing Business (Speed)
	Tackling Detailed Problems

## PREFERRED COMMUNICATION CHANNEL

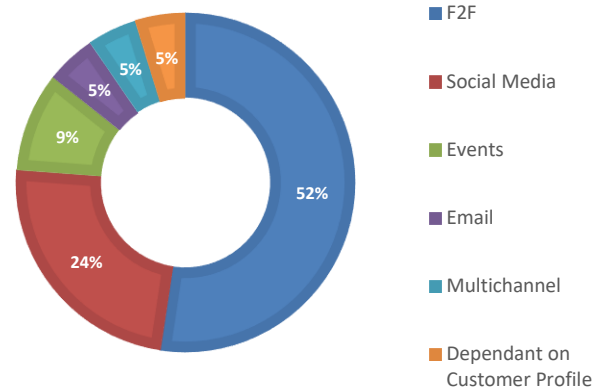


Figure 5: Pie Chart - Preferred Communication Channel

## COMMUNICATION TIMELINE



Figure 7: Communication Timeline

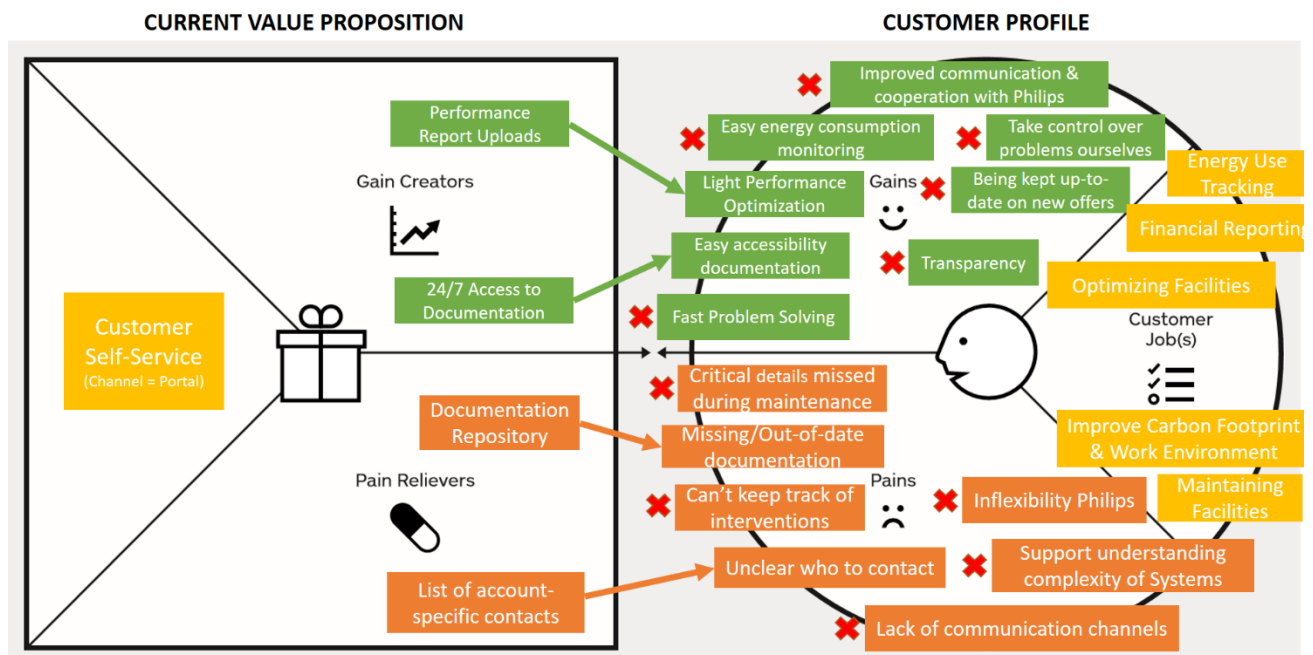


Figure 6: Value Proposition Canvas - Comparing the Actual Service with Customer Expectations

## 4.2 Analysis

In this section, the data obtained from the research was analysed. Each research question had been answered individually. In Part 1, the categories in the Customized SERVQUAL Model were clarified. The analysis was then concluded with the identification and explanation of the Customer Portal's gaps in Part 2.

### 4.2.1 *Part 1 – Research Question 1: What are the expectations of the customers regarding the Customer Portal?*

#### **Expected Users**

In Table 5 can be seen that facility managers were expected to be the key end-users of the portal. Other users that respondents expected to use the portal were the maintenance team, stakeholders from other departments such as financial managers and sustainability managers, or even all employees in the facility.

#### **Functionalities**

Based on the list of expected functionalities and content in Appendix P, the 'Top 5 Expected Functionalities & Content in Portal by Customers' in Table 4 was formed. The top 3 most expected functionalities and content are explained below.

**#1 Performance Reporting:** Most respondents conveyed their desire for frequent performance reporting through the portal, whether this would be on a quarterly, monthly, or 6-month basis. According to them "Big data is the future for services". From the reports they wanted to know how Philips is performing against a managed service contract, how their systems are performing with respect to uptime and light performance, how to optimize space and the performance of their lighting systems, and how their system performed during the yearly health check.

**#2 Service Ticketing:** Philips Lighting recently introduced a service ticketing support system for the C-SAT team named 'C4CS'; however, customers still need to make a call to Philips Lighting for a ticket to be created once an issue with their lighting system arises, and cannot track the status of their ticket. They indicated their wish to create a ticket themselves in the portal, and to be able to follow it in the portal the way you can also follow your ordered DHL package. If more service ticketing is done, more money could be earned.

**#3 Two-Way Communication:** Rather than just receiving information from Philips, customers believe that they – as well as technicians – should be able to upload documents and give feedback to Philips

within the portal. This would also be beneficial to Philips Lighting as customers could indicate the fact that they are expanding or when they are interested in other segment systems for another type facility. Philips could then leverage on this by reaching out to them and engage in upselling. Communication through the portal would also improve cooperation between supplier and customer, which is in line with BU Services' goal to establish long-term relationships.

**#3 Standard Self-Help:** One of the most essential aspects of a self-service portal are the standard self-help tools. These could include a quick help desk such as a FAQ or Q&A, guides, a support chatroom, an escalation matrix. Finding the required information should be faster than 'googling' it.

**#3 Monitor Lighting Systems:** Customers indicated their desire to monitor the data on energy consumption from the systems in the portal. Some respondents expected all individuals in the facility to be able to personally monitor or even manage the lighting in their direct area through the portal, or an accompanying app. An example of case where this can already be done is The Edge building from Deloitte. Deloitte developed an app in which all energy sources can be monitored and controlled (Philips Lighting, 2016). This could be achieved by integrating data analytics or statistics in the portal, which is one of the expectations that came in as fourth on the list. This would also be a form performance reporting, as the results of the system's performance are directly shown in the portal.

**#3 News Section:** Customers asked to be kept up-to-date by receiving news updates regarding innovative developments across the globe and new offers on a monthly, 2-month, or quarterly basis. Not all content should be shown to everyone as one market may have introduced products or services that have not been introduced in another market yet, such as 'circular lighting'. Even if it the news items can be accessed throughout the internet, allowing users to view only news specific to them would be a good method to personalize the portal and allow the customer to feel more understood. Introducing new products to them here may also encourage upselling as mentioned before. This would not only be beneficial for BU Services, but also for the Systems department, and potentially other departments. Account-managers, innovation managers, and marketers could work together to make this work.

A critical conclusion that could be drawn from the interviews is that the only two customers whom BU Services had thought were already using the portal, are not using it yet. The representative for the Premium Electronics Company stated that he 'did not introduce it to the customer yet, because he is not convinced of the professionalism of the portal yet'. According to the representative, the most essential content for the portal is the as-built data, which includes both documents related to

the technicalities, as well as updates or tracking of technical interventions. A similar response came from the representative from the Airline Company.

### **Expected Benefits**

**Customer Benefits:** Shown in Table 7 and Figure 6 are the expected benefits for both Customers and Philips Lighting itself. Customers will receive a single point of entry where they find they can find all up-to-date information they need, which saves them valuable time. Being able to find quickly find the required information and communicate with Philips Lighting makes it easier for them to do business with the company; therefore, improving the company's image. Providing service ticketing and the as-built data ensures transparency. The customers who were unaware of the services they received and their project or ticket status, will then be able to clearly see how Philips Lighting is performing against their contract. The portal is also a good enabler during the sales process of services, as it makes the services tangible for the customers where it had been rather vague to them before. The self-service allows the customers to take control over their own problems. Being able to monitor the data of their systems in the portal allows the customer to control their energy savings. As lighting maintenance is often handled in a bulky manner, where critical details are often missed. If data is provided to them in the portal, the customer would be able to spot their own issues and could communicate these to Philips Lighting themselves; hence, improving operational efficiency.

**Philips Benefits:** The benefit of self-service for Philips Lighting is that the employees do not need to engage in some needless time-consuming tasks anymore that customers could now try to solve themselves. 24/7 easy accessibility to documentation could therefore be beneficial to Services, as well as for the CSAT, Sales, I-KAM, Systems, and Design teams. It increases operational efficiency, and leads to cost reduction. In addition to the usage of the portal for up- and cross-selling as mentioned before, the portal could be used as a differentiation depending on its quality and functionalities. CSAT could use it as a CRM tool to improve customer intimacy as it enables better communication and cooperation with the customer. Enhanced customer intimacy could lead to an improved reputation and longer-lasting relationships.

### **Preferred Communication Channel**

A face-to-face approach clearly remains the most preferred channel to hear about a new service – or the portal in this case. This may be because the lighting industry is still rather conservative, but also because a customer-specific lighting solution requires interpersonal contact. Social Media could be used as an enabler since it stimulates word-of-mouth. After hearing about the portal, the customer could approach Philips Lighting for an in-depth and client-specific consultation with a sales specialist; hence, using a multichannel approach may be the most efficient. LinkedIn and YouTube were listed



as the most appropriate social media channels to use. Additionally, events – such as conferences, trade shows, and facility manager association congress - could be leveraged to market the product.

### **Revenue Model**

**Freemium:** The majority of the respondents described their ideal revenue model as a free standard version with the option to pay for a premium version of the portal, which refers to the so-called Freemium model (see Table 6).

**Optional/Paid:** According to some of the respondents, offering the model as an optional – and thus paid – service, would make the customers appreciate the services they receive more.

**Standard/Free:** On the other hand, offering the portal for free would add value to the overall service offer and therefore aid in the sales process. The Freemium model combines the best of both options by offering the customers a free version, and allowing them to upgrade by paying money for an added function. This way it becomes a commercial model with which BU Services would be able to generate profits.

**Move from Free to Paid:** An alternative would be to move from optional to standard as the business becomes more mature.

#### **4.2.2 Part 1 – Research Question 2: How do customers perceive the actual service portal they received?**

As mentioned in the previous section, there are no customers yet whom have experienced the actual service. Nevertheless, the 16 customers were informed about the current functionalities – which are the download centre and contact list – and asked whether they found the current customer portal valuable. Their perceptions can be seen in blue in Figure 4.

**Different Expectation:** The majority of the respondents clearly had a different expectation of the portal and its functionalities. As mentioned in the previous section, the customers expected to be able to monitor or manage the systems from within the portal, or expected integrated ticketing and intervention tracking.

**“It’s a Start”:** 5 respondents perceived it as a start, but expected it to be improved in the near future.

**“No Value”:** The Philips representatives for the Premium Electronics Company, and the only ones who had actually seen the current portal, were unanimous on the fact that the portal was

unprofessional and had no value the way it is, and must be improved before introducing it to the end-customer.

***“It’s Valuable”:*** One of the respondents perceived it as valuable as the download centre does address the need of having quick access to up-to-date documentation, which was in the respondent’s perception the most important need to serve.

Management’s perception was discussed in section 4.2.4.

#### **4.2.3 Part 1 – Research Question 3: What are the characteristics of the present MyServices Portal?**

The MyServices Portal – which can be accessed via the link [www.myserviceportal.philips.com](http://www.myserviceportal.philips.com) – had been developed by the long-term platform supplier from the digital marketing department in Philips Lighting, and has a lay-out distinctive to their style of web-design for portals (see Appendix P). The CMS used to develop and maintain the portal is Magnolia.

##### **Widgets**

Various buttons or so-called ‘widgets’ lead the users to the respective widget pages. These include the download centre under the name ‘Product Files’, a list of contacts under the name ‘Contacts’, a company’s contract ticket number under the name ‘Service Ticketing’, and three external websites under the names ‘Large Luminous Surfaces’, ‘Product Catalog’, and ‘Lighting Videos’. In the ‘My Account’ page of the portal it is possible to turn on notifications for the download centre.

##### **Investment**

Initial investment costs to get the portal up-and-running were approximately €60,000. After the development of the portal by the supplier, the legal ownership of the portal was handed to Philips Lighting. Yearly, BU Services should pay €15,000 to get support from the supplier. The necessary financial assets for the investment in the portal had thus far been allocated from BU Services and C-ROC’s budgets; however, budget with respect to the Customer Portal remains a sensitive subject within BU Services.

##### **Value Proposition**

The value proposition was completely focussed on online-documentation, stating ‘On-line and updated information at all-time available for critical customer users and technicians, securing

operational efficiency, system integrity, system up-time, and know-how retention.’ See Appendix Q for the full description.

### **Responsibilities C-ROC**

In the second half of 2017 had been decided that the Remote Operating Centre would take responsibility over the operational activities related to the portal – this includes the creation of accounts, performance reporting, and maintaining the contact list and download centre and keeping these up-to-date with the latest information. Centralizing this work to the C-ROC, tackles the barrier of burdensome implementation and lack of time and interest in maintaining the portals in the markets. Performance reporting is presented to the customer in the form of a document in the download centre.

### **Status**

The latest advancement in the implementation process was that two portal administrators had been appointed in the ROC and were being trained to operate the system in Magnolia. The data collection process required for performance reporting was in the final stages of development by R&D. A template for the reports still had to be created. There still needs to be a services team member appointed to take the lead over this project.

#### **4.2.4 Part 1 – Research Question 4: What are the competing views of the key stakeholders in management on the Customer Portal?**

As can be seen in Figure 5, the perceptions of the key stakeholders in management on the portal were rather divided.

**“It’s Valuable”:** One of the respondents perceived the present portal as valuable due to the relieve it brings for customers who lose their documentation and do not know who to contact when an issue arises with their lighting system. Figure 6 shows how these pains are addressed by the present concept of the portal. The same respondent envisioned the portal as a marketing tool for services.

**“It’s a Start”:** Two other respondents stated that it has value for now, but that they expected it to be improved for it to have actual value. Having the portal connected to a large database in which all data from within Philips Lighting is gathered would allow for real-time information to be presented to the users in the portal. Integrating the portal with C4CS would be a good start as C4CS is connected with the general SAP database, and provides the customer with valuable ticketing information. One of these two respondents introduced the idea to develop a customer portal within C4CS instead of

continuing with the MyServices Portal. Service Tag could also be integrated, so that customers can easily track their spare parts in the portal.

**Different Expectation:** The last two respondents had a different interpretation of the portal. One of which explained that the customer expects the portal to at least show the interventions that took place or will be taking place at the customer's site; hence, establishing a sense of transparency. In addition to this, standard self-help is essential in a self-service portal and must be included. The other respondent believed the portal should become a tool to form a tighter relationship by making it into a kind of social exchange platform that will allow direct communication between the customer and Philips Lighting.

This respondent also suggested to create case studies and best practice sessions which Philips employees and customers could use in the offering process, as well as create a clearer value proposition that is integrated with all three service pillars. In his opinion, customers with a professional services contract should also receive the portal as there is a lot of documentation surrounding audits. One of the respondents did not understand why the sales specialists do not engage in offering of the portal to the customers.

Finally, it became clear that the present MyServices Portal was seen as a **temporary solution** until the Customer Portal for services could be incorporated in the MyLighting roadmap – which will be discussed 4.2.7.

#### **4.2.5 Part 1 – Research Question 5: Which rules and policies did the key stakeholders in management record for the service operators to use?**

The rules and policies already created thus far were mostly verbal agreements. The value proposition, as stated in section 4.2.3, had been recorded in the Service Value Workbook (see Appendix Q) – which is the official document from BU Services describing the value of its service offer. Besides the value proposition, a structure for the documentation had been created to instruct the C-ROC on which documents have to be uploaded, and in which location this should be done (see Appendix R).

#### **4.2.6 Part 1 – Research Question 6: Which methods are used to communicate the service to the customers?**

## General Communication Timeline

Once the Services' team finishes the development of a new service, the Market Implementation Process (MIP) is initiated. The markets appoint a service manager to take the lead over the localization of the plan made by Services, such as the positioning of the value proposition and the go-to-market plan. Once the MIP is realized, the sales specialist engages in a 'Joint Discovery' with the customer, which means to cooperate in gathering information and ultimately reach the proper solution for them and meet the expectations of the execution of this solution. They engage in customer-focussed selling with a long-term relationship as their goal. Once there is a bonding contract and the project execution phase has been initiated, the CS Manager takes over the account. The C-SAT team then uses C4CS as a tool to improve their service towards the customer. An overview of this general process can be seen in Figure 7.

## Value Proposition

"Up till now, the value proposition that I hear from Services has been very vague. For this reason, I have held off the idea of implementing the portal a bit all this time." says one of the sales manager responsible for customer satisfaction in one of the priority markets. Awareness and understanding of the Customer Portal's value and responsibilities – amongst the C-SAT, Service Sales Specialists, and other Philips employees that may get involved with the customer portal – is quite little. "If the sales specialists do not know about the portal, how can they sell it?". The respondents are unanimous about the fact that the portal's value and the communication of it needs to be improved. This could be done through pilots in specific markets, and letting the markets co-operate with the customers to improve the self-service portal.

Communication of the Customer Portal to the end-customer had mainly been done through verbal communication between the Lifecycle Services Manager in charge of the portal project and the customers.

### ***4.2.7 Part 1 – Research Question 7: Which options for improvement of the Customer Portal are within Philips or its partner supplier's innovative ability?***

To better understand the integration possibilities, an explanation of the potential systems or platforms to integrate it with has been provided below.

## General Philips Strategy

MyLighting was an initiative from the Digital Marketing department in Philips Lighting. In BU Services it was believed that this was a portal in development to serve as the one customer self-service portal

for the entire Philips Lighting business, and that the services portal would become a part of this. After clarification of the individual in charge of this project, it had become clear that the MyLighting is a concept in which the MyLighting Portal will coexist alongside other systems and portals within Philips. This means that BU Services could continue the development of the MyServices Portal or any alternative for it.

### Improvement Options

Please refer to the list of possibilities to integrate the MyLighting Portal with other systems or platforms and its advantages and disadvantages below:

Table 8: Integration Possibilities Customer Portal

	Integration with portal possible?	How?	Advantages & Disadvantages
<b>MyLighting</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>C4CS</b>	<b>YES</b>	<i>Option 1) Data Lake: Creating one large database connecting all systems and platforms throughout Philips.</i>	+ Best option in the long-run - Most expensive/difficult to develop, as it requires complete configuration between all portals and the database, lot of work, and transparent communication between the various stakeholders in Philips Lighting.
		<i>Option 2) Hide another database in the MyServices Portal</i>	- Burdensome development & maintenance as it requires creation of a new user management system.
		<i>Option 3) Direct link to another website</i>	+ Cheapest/easiest option - increased rights, security and license costs due to double number due to double number of users in both systems.
		<i>Option 4) Develop a front-end (Customer Portal) for customers within C4CS</i>	+ Cheaper - Lots of developing work
<b>Service Tag</b>	<b>YES</b>	Adding special widget in MyServices Portal with special user group for engineers whom will then only see that widget.	+ Easy to integrate - No self-registration, so accounts need to be created by the Portal Administrator. May get complicated and annoying for companies to communicate every technician. Can be countered by adding self-registration to portal.

Integrating C4CS with the Customer Portal would allow for ticketing in the portal, which is one of the most expected functionalities in the self-service portal. Integrating Service Tag is not as pressing as service ticketing in the eyes of the customers; however, it would definitely add value to the portal and may be easy to implement.

Monitoring or even controlling the lighting systems from within the Customer Portal is dependent on R&D to see what is possible and what is not, as well as the willingness of management to set this into progress.

### Options within Supplier's Ability

According to the software supplier, the size of the investment that is needed to integrate the MyServices Portal with C4CS depends on whether the company already has the connector. If it is the same as the connector they had already created for other portals within Philips it should be a "piece of cake". If not, the question is what more there is to connect from to the portal from within the

C4CS system that they do not know about. They are ready to deal with the craziest requests, so it is then “merely a budget discussion for Services”.

Adding an additional language in the MyServices Portal costs €3,000, and adding an additional widget requires a one-time payment for the widget template after which it can be used indefinite times. Users did not have the ability to upload documents in the latest version of the portal. To make this possible, the ‘Share Centre’ widget template could be bought from the supplier. In addition, a Self-Registration widget could be bought, which would allow technicians, Philips employees, and other stakeholders to create accounts for themselves instead of having the C-ROC create an account for each individual – which is a time-consuming task.

A ‘Content’ or ‘Targeted Content’ widget – already owned by BU Services – could be used to create numerous types pages under different names as it allows all kinds of text, images, or videos to be added. Whereas the ‘Targeted Content Widget’ allows the Portal Administrator to create content specifically for a particular user, the ‘Content’ widget is meant for general content visible to all users.

#### 4.2.8 ***Part 2 – Research Question 1: Which gaps exist in the strategic design of the Customer Portal, and what can explain these gaps?***

*Table 9: Concluded Gaps*

<b>GAP 1 – Knowledge Gap</b> (Expected Service – Management Perception)	<p>As can be seen in Figure 6, customers disclosed plenty of pains and gains concerning the customer portal that are currently not addressed, but can still be leveraged by BU Services. Table 4 also clearly shows this gap. Whereas the download centre had seemed to be the most important functionality, customers perceived it as a basic while attaching greater value to Performance Reporting, Service Ticketing, Two-Way Communication, Standard Self-Help, Monitoring of the Lighting Systems, and a News Section. Including performance reporting in the portal had been a great move, although there is still room to further develop this as graphs created from real-time data coming from the connected systems; hence, allowing the customer to monitor the systems within the portal. Interestingly, management had seemed unaware of the fact that some customers had a different expectation, thinking that all employees in their facilities would be able to monitor or manage the lighting points from within the portal.</p>
--	---

<b>GAP 2 – Policy Gap</b> (Management Perception – Translation of Perceptions into Service Quality Standards)	<p>A respondent within management stated that no information could be found on the customer portal in the IBM communities; hence, the respondent did not know what the customer portal was, or how to proceed with the go-to-market process. Policies and instructions are mostly communicated verbally. So far, the recorded ideas include the value proposition listed in the Service Value Workbook, and instructions for the documentation structure of the portal.</p>
<b>GAP 3 – Delivery Gap</b> (Translation of Perceptions into Service Quality Standards – Actual Service)	<p>As the structure of the portal was still in development by the ROC, no conclusion regarding proper execution of the instructions towards them could be formulated yet.</p>
<b>GAP 4 – Communication Gap</b> (Actual Service – Communication to Customers)	<p>One of the respondents in management did not understand why the sales specialists did not pick up the offer of the portal. The reason for this is due to the Sales Specialists, as well as the CS Managers, not understanding the value proposition sufficiently. This is in line with the findings in a recent McKinsey study conducted for BU Services, which emphasized that clearer formulated value propositions would improve business growth for Services.</p>
<b>GAP 5 – Innovation Gap</b> (Innovative Capability – Management Perception)	<p>There are several possibilities within Philips Lighting or its partner supplier's capability to improve the Customer Portal of which management did not seem aware of or did not seriously consider due to having a different perception on customer expectations. Options include the integration of C4CS and Service Tag with the MyServices Portal, and the addition of the Share Centre and the Self-Registration widget. In contrast to previous believes amongst management, the MyLighting portal is not the future of the Services portal as the concept of MyLighting entails coexistence of all systems and portals within Philips.</p>
<b>GAP 6 – Customer Gap</b> (Perceived Service – Expected)	<p>Management and customers are on the same page with respect to the current value of the portal (see Figure 4). Most of the respondents had</p>



Service)

a different expectation of the portal, or thought it was a good start but that improvements needed to be made soon. From the perception of the Philips representatives for the Premium Electronics and Airline companies – the only two customers whom management had thought used the portal – can be concluded that the portal did not meet the expectations; hence, the portal had not been used by the end-customers yet. According to them, the external links in the portal were irrelevant as it is information that can be found by “googling” it and customers want very specific information to come up. The service ticketing widget was not the kind of service ticketing they expected, and the fact that no intervention (as-built) or ticketing information is available is a no-go for them.

#### 4.2.9 **Part 2 – Research Question 2: Which Actions could be taken to close these gaps?**

Table 10: Suggested Actions to Close Gaps

Gap	Suggested Actions
1) Knowledge Gap	<ul style="list-style-type: none"><li>- Conduct research to better understand customer needs and the value of investing in these for both the customers and Philips Lighting itself.</li><li>- Raise awareness of the Customer Portal’s value and gaps amongst management itself while emphasizing the need for digitalization as the portal fits this trend perfectly.</li></ul>
2) Policy Gap	<ul style="list-style-type: none"><li>- Formulate clear policies/rules/instructions. Once the Sales and CSAT teams understand the portal’s value proposition and implementation process better, they could actively escalate the offering of the Customer Portal.</li></ul>
3) Delivery Gap	<ul style="list-style-type: none"><li>- Improve communication of the policies to the respective stakeholders while stressing the benefits for them.</li></ul>
4) Communication Gap	<ul style="list-style-type: none"><li>- Create a clearer value proposition.</li><li>- Improve internal and external communication. External communication will automatically improve once internal communication is enhanced, as the internal parties are the ones presenting the portal to the customers.</li></ul>
5) Innovation Gap	<ul style="list-style-type: none"><li>- Engage in further research to see if there are opportunities to create more value that are being overlooked by management.</li></ul>
6) Customer Gap	<ul style="list-style-type: none"><li>- Ensure the portal meets the customers’ main expectations, so not to appear unprofessional and live up to Philips Lighting’s reputation in the Global Lighting Market.</li><li>- Continuously work on improving the portal as the Customer Portal is the “face” of Services and needs to keep up with expectations.</li></ul>

## 5 CONCLUSIONS AND RECOMMENDATIONS

### 5.1 Conclusions

From Chapter 4 can be concluded that the current portal does not sufficiently meet customer expectations yet, and needs to be improved. Although service ticketing is not available in the portal and performance reporting is still a concept in development, customers revealed these to be the most essential requirements that the Customer Portal should meet.

There are opportunities within Philips and the supplier's ability to satisfy in these expectations that had not been actively considered by management before. Integration of the portal with C4CS and Service Tag would provide new value-adding opportunities for Services, and the addition of widgets could ensure instant improved efficiency to the portal. It could also be concluded that MyLighting, which was thought to replace the MyServices Portal in the future, was rather meant to co-exist alongside other systems and portals throughout Philips Lighting – which implied that BU Services could continue with its own development of their portal.

The Sales Specialists, Customer Satisfaction Managers, as well as some stakeholders in management, do not sufficiently understand the value proposition of the Customer Portal. By improving the value proposition and the communication of the value proposition to the stakeholders, the service sales specialists and CS managers could escalate the offering and implementation process of the portal.

Lastly, the Customer Portal is not only beneficial for the operational efficiency of the end-customer, but also for BU Services and other departments – such as CSAT, Sales, I-KAM, Systems, and Design – due to its contribution to enhanced cost reduction, customer relationships, reputation, and differentiation.

### 5.2 Recommendations

It is advised not to perceive the portal as just a marketing tool, but rather as a CRM tool through which self-service is provided., and an extension of other service developments such as C4CS, Service Tag, and future data-enabled services.

The customer portal is perceived as the “face” of Philips Lighting Services, as it is the one point where services become tangible for customers. It is therefore recommended to continuously improve the portal to meet customer expectations.

It is also suggested to talk to the IT department about the digitalization strategy, and to sit together within the first quarter of 2018 with the various Philips stakeholders to discuss the following options regarding the future of the Customer Portal project:

### **5.2.1 General Strategy**

#### **Scenario 1 – Piloting of Portal: Introduction First, Improvement Second**

Continue with the offering process of the MyServices Portal to the end-customers in the form of a 6-month or 1-year pilot and cooperate with the customer to improve the portal before the official launch of an optimized Customer Portal in 2019. This means introducing the MyServices Portal with a fully functional download centre and contact list.

#### **Required Initial Adjustments**

The external links and ‘Service Ticketing’ widgets are recommended to be removed (see Appendix P). The external links are information that can be easily found by ‘googling’; whereas, the customers expect customer-specific information to come up in the portal. The ‘Service Ticketing’ widget is not service ticketing as the customer expects it as the widget just refers to the contractual ticketing number of the customer, whereas the customer expects to be able to track or file tickets via the portal once an issue with their system arises.

It is recommended for the C-ROC to create a contractual agreement one-pager ‘Contractual Overview’ with the ‘Targeted Content Widget’ before the actual introduction of the portal to the customers. As the end-users are mostly not the ones who signed the contract, it is a good to include a summary of the agreements for the users.

It is also recommended to review the value proposition before initiation of the pilot, and to educate the Sales Specialists and CS Managers about the Customer Portal’s value and strategy of piloting the portal with the vision of cooperating with the customer to improve the portal.

#### **Managerial Responsibilities**

Someone within BU Services should be appointed to take the lead over the portal project: revising the value proposition, record instructions, manage the actual implementation of the action points and improvements, and conduct the necessary additional research it requires. The CSAT team will then be responsible for gathering feedback from the customers on the functionality of the portal and forwarding this to the portal project leader.

### **Financial Consequences**

Considering the lack of time and budget within BU Services, this is the easiest and least financially restraining option to choose. As the budget for 2018 had already been distributed, conceptualizing the improvements over 2018 and executing them in 2019 allows for less budget pressure and more room for developments relating to the Customer Portal.

### **Organizational Costs & Benefits**

Throughout the research for this study the real end-customers that were interviewed were the most thankful for being heard: hence, the customers might value Philips Lighting even more for wanting to cooperate with them on improving a service which they will only benefit from.

Piloting the portal first brings in new work for the CSAT teams, but not as much as they would have with an immediate launch of the portal. It allows them to gradually get used to the concept and its value, and gives them a sense of influence in the decision-making process for its development.

### **Scenario 2 – Mass Roll-Out of Portal: Improvement first, Introduction Second**

This option involves postponing the introduction of the Customer Portal to first execute improvements to the portal following the findings of this study within the year 2018. Refer to 5.2.2 for the recommended improvements.

### **Organizational Costs & Benefits**

This option would require customers to wait; however, they will be more satisfied with a portal that better fits their expectations or even exceeds them – would have a positive influence on customer satisfaction and the reputation of the company. Increased satisfaction would result in expanded word-of-mouth promotion for services; hence, awareness of Philips Lighting Services would be raised within the global lighting market. Compared to the previously described option, this option would also ensure an earlier official launch and readiness for mass roll-out of the portal.

### **Financial Consequences**

Management should be convinced sufficiently of the value of the Customer Portal to vacate resources for the required improvements, or get the required financing from higher-ups by convincing them of the need for digitalization for which investing in this portal is a great start. Considering the fact that digitalization is considered to be the future, the digitalization of Services is inevitable – especially since improving the pipeline of recurring services is one of the most critical strategies to make up for the decline in conventional lighting sales.

As with option 1, someone within BU Services needs to be appointed to take lead this project.

### 5.2.2 *Improvements in Portal Functionality*

#### **Option 1 – Share Centre**

Paying a one-time amount between the €1,000 and €5,000 for a ‘Share Centre’ template would allow customers to upload their own data. Customers could also upload their notes to clarify their wishes for verification of alignment with Philips Lighting’s perception. When Philips needs the drawings of the facility, customers could easily upload these to the portal so that all information required for the design process of the lighting solution is in one place. If they have their own maintenance team, they need to be able to upload information on technical interventions.

This would not only be beneficial for BU Services, but for other departments – such as Systems, Design, and I-KAM – as well since they may also need to access this documentation. Considering the benefits that the Share Centre would bring for both the customers and Philips Lighting itself, the amount that should be paid to the supplier for the addition of the widget is quite reasonable.

#### **Option 2 – Self-Registration**

As mentioned in the previous option, BU Services is not the only stakeholder in the portal as accessing the portal may also be valuable for other Philips and partner company employees. Since there are multiple departments involved with a specific account, the employees in those other departments also need documentation of the account’s project.

The most obvious ones are the CSAT, Sales, and I-KAM teams in the various markets, as they will be the ones directly working with the end-customer for which the portal is used as a tool. Technicians or engineers also require customer-specific information during interventions, which is available in the download centre in the portal. Being able to access this may reduce work time spent on troublesome searching for documentation. Especially if Service Tag or the Share Centre were to be implemented, they should be able to access the portal as mentioned in 4.2.7.

If no self-registration is integrated in the portal, the Portal Administrators will have to create new accounts for all the new users. This will become a time-consuming and burdensome process for the Portal Administrators in the C-ROC whom also have other tasks they need to complete; therefore, integrating self-registration in the portal will improve operational efficiency.

As with the Share Centre, this will not be a financially restraining improvement as it is already offered by the supplier as a widget template.

### **Option 3 – Integration Service Ticketing through C4CS**

According to the customers, 'service ticketing' is the second most important functionality to add in the Customer Portal after 'performance reporting'. The key benefits it brings are transparency, and operational efficiency for both customers and Philips Lighting itself.

It is recommended to integrate service ticketing in the portal through a direct link to C4CS. Since BU Services is on a tight budget, this is the best and cheapest option according to the individual responsible for C4CS. It requires a small project to be initiated between the IT developers of C4CS and supplier of the MyServices Portal. The supplier could not provide an estimation of the costs yet as it does not know which kind of connection is needed between C4CS and the portal yet; hence, it is recommended for BU Services and the supplier to engage in a face-to-face meeting to discuss the possibilities.

Developing a customer portal within C4CS is also an open possibility; however, this requires further research.

### **5.2.3 Revenue Model**

#### **Option 1 – Freemium Model**

This is the most recommended revenue model for the Customer Portal for Services as it corresponds with the Free 2 Fee vision and allows for new revenue streams to be generated within Services, while still offering the customers what they expect to receive.

The concept behind the Freemium Model is to offer customers a simple free version of a product or service, and to ask them to pay for advanced functionalities. In the case of the Customer Portal for Services in Philips Lighting, a free mini version of portal could be offered including documentation and contacts, and require customers to pay for additional functionalities such as service ticketing, performance reporting, or even the ability to monitor or manage the systems from within the portal.

Although the first option is more beneficial for BU Services due to its higher potential for new incoming revenue streams, an alternative option would be to integrate this concept with the three pillars of services. This could be done by, for example, offering the portal as a paid-for option in Professional Services and LifeCycle Services Essential contracts, a standard version for the LifeCycle Services Premium contracts, a premium-plus version for LifeCycle Services Premium Plus contracts, and an unlimited edition for Managed Services contracts. Options for the Freemium model are flexible, and further research could be dedicated to decide on the best option for BU Services and its customers.

To realize the Freemium model, advanced functionalities still need to be integrated. This requires changes in the MyServices Portal's set-up by the supplier and integration C4CS. As mentioned before, it is suggested to engage in a face-to-face meeting with the supplier to discuss the possibilities and potential costs.

### **Option 2 – Paid for Service**

Whilst self-service is provided for free in most B2B cases, the customers would appreciate the service more if the value is explicitly articulated to the customer and charged for, according to some respondents. Charging the customer for access to the Customer Portal would mean increased revenue streams for BU Services, which could then potentially be used to improve the portal and corresponding services such as performance reporting and service ticketing. However, those customers whom have been promised a Portal free-of-charge would be disappointed, which could lead to the development of negative feelings towards Services.

### **Option 3 – Free**

This is the least preferred option because giving it away for free doesn't pay the bills; however, it could be of added value to the overall offer of services by saying 'Hey, if we give you access to a portal through which you can do A, B, C, D, would that be of any value to you?' and if the customer replies saying 'yes' the sales specialist could tell them 'well, we'll give it to you for free then.' Another advantage here is that customers whom have been promised a free portal alongside their remote operations contract, do not get disappointed about having to pay for it suddenly. Yet this is only playing safe, and not very profitable for services.

If BU Services chooses to provide a portal to the customers for free, it is highly recommended to integrate service ticketing so that at least revenues could be generated by customers who do not receive free maintenance and spare parts. Rather than earning money with this revenue model, it will be more about the benefits it could bring to both the customers and Philips Lighting – which are mainly operational efficiency and cost reduction.

In case BU Services chooses to pilot the Customer Portal first, the participating companies should not have to pay for the service. Once the portal has been improved with the help of their inputs, the advanced portal could be given to them for free as appreciation for the cooperation. It could be a good idea to move from 'Free' revenue model to 'Paid' revenue model once new users come in during the official launch of the optimized portal.

### 5.2.1 *Others*

#### **Financial Case**

One of the respondents amongst the internal customers recommended to create a financial case, assessing the exact financial costs against the revenues that the various options could generate. Numbers are a great way to convince internal and external stakeholders of the value of the Customer Portal.

#### **Business Cases**

After the self-service portal has been introduced, and feedback has been gathered from customers. It is advised to create cases explaining how the co-operation with a particular customer had proceeded and what the customer's perception was on the value of the portal. These example cases will be valuable during the sales pitch in the sales process.

#### **Communication to Stakeholders**

Make sure to raise awareness and articulate the value of the portal amongst other Philips Lighting stakeholders. Once they realize their stake in services through the benefits they could gain from it, they will appreciate services more. This would enhance the progress in the movement from a product-oriented business to a service-oriented business.



## 6 REFERENCES

- Buttle, F. (1996). SERVQUAL: Review, Critique, Research Agenda. *European Journal of Marketing*, 20(1), 8-32. Retrieved from <http://francisbuttle.com.au/wp-content/uploads/2014/10/SERVQUAL-review-critique-research-agenda-EJM.pdf>
- Cambridge University Press. (2017). *Meaning of “Personalization” in the English Dictionary*. Retrieved from <https://dictionary.cambridge.org/dictionary/english/personalization>
- Cambridge University Press. (2018). *Meaning of “Freemium” in the English Dictionary*. Retrieved from <https://dictionary.cambridge.org/dictionary/english/freemium>
- Cambridge University Press. (2017). *Meaning of “Widget” in the English Dictionary*. Retrieved from <https://dictionary.cambridge.org/dictionary/english/widget>
- Cheung, C.F., Lee, W.B., Wang, W.M., Chu, K.F., and To, S. (2003). A Multi-Perspective Knowledge-Based System for Customer Service Management. *Expert Systems with Applications*, 24(4), 475-470. DOI: 10.1016/S0957-4174(02)00193-8
- CIO Whitepapers Review. (2017). *What Is Digital Platform*. <https://whatis.ciowhitepapersreview.com/definition/digital-platform/>
- Clarke, A.M., and Jack, B. (1998). The Benefits of Using Qualitative Research. *Professional Nurse*, 13(12), 845-847. Retrieved from <http://europepmc.org/abstract/med/10095679>
- Collins. (2017). *Definition of ‘Gap’*. Retrieved from <https://www.collinsdictionary.com/dictionary/english/gap>
- CRM Magazine. (2013). *Keeping Up with the Digital Migration*. Retrieved from EBSCOhost
- Earl, D. (2004). *What is Internal Customer Service? A Definition and Case Study*. Retrieved from <http://www.donnaearltraining.com/articles-quizzes/what-is-internal-customer-service-a-definition-and-case-study/>
- Gopal, T.V. (2017). *What Does Escalation Matrix Mean?* Retrieved from <http://www.quora.com/What-does-escalation-matrix-mean>

- Haughn, M. (2014). *Definition – Troubleshooting*. Retrieved from <http://whatis.techtarget.com/definition/troubleshooting>
- Insite Software. (2017). *What is a Customer Portal?* Retrieved from <http://www.insitesoft.com/glossary/customer-portal/>
- Investopedia. (2017). *Capital Expenditure (CAPEX)*. Retrieved from <https://www.investopedia.com/terms/c/capitalexpenditure.asp>
- Investopedia. (2017). *Electronic Commerce – ecommerce*. Retrieved from <https://www.investopedia.com/terms/e/ecommerce.asp>
- Investopedia. (2017). *Value Proposition*. Retrieved from <http://www.investopedia.com/terms/v/valueproposition.asp>
- Isberg, S. (2010). *Using the SERVQUAL Model to Assess Service Quality and Customer Satisfaction (Master's Thesis)*. Retrieved from <http://www.diva-portal.org/smash/get/diva2:327600/fulltext01>
- Jawad, I. (2014). World's Top Global Mega Trends To 2025 and Implications to Business, Society and Cultures [PowerPoint slides]. *Frost & Sullivan*. Retrieved from <http://www.investinbsr.com/ipaforum/wp-content/uploads/Iain-Jawad-IPA-Forum-2014-Presentation.pdf>
- LightingEurope. (2017). *LEDification*. Retrieved from <https://www.lightingeurope.org/ledification>
- Maverick, J.B. (2017). *What is the Difference Between CAPEX and OPEX?* Retrieved from <https://www.investopedia.com/ask/answers/020915/what-difference-between-capex-and-opex.asp>
- Meuter, M.L., Ostrom, A.L., Roundtree, R.I., and Bitner M.J. (2000). Self-Service Technologies: Understanding Customer Satisfaction with Technology-Based Service Encounters. *Journal of Marketing*, 64(3), 50-64. DOI: 10.1509/jmkg.64.3.50.18024
- Milcheva, D., and Nikolaidis, D.V. (2013). Improving International Service Quality Perceptions in B2B. *Strategica – International Academic Conference: Strategic Thinking in a Changing World*, 16. Retrieved from [http://strategica-conference.ro/wp-content/uploads/2013%20STRATEGICA\\_Proceedings.pdf#page=12](http://strategica-conference.ro/wp-content/uploads/2013%20STRATEGICA_Proceedings.pdf#page=12)

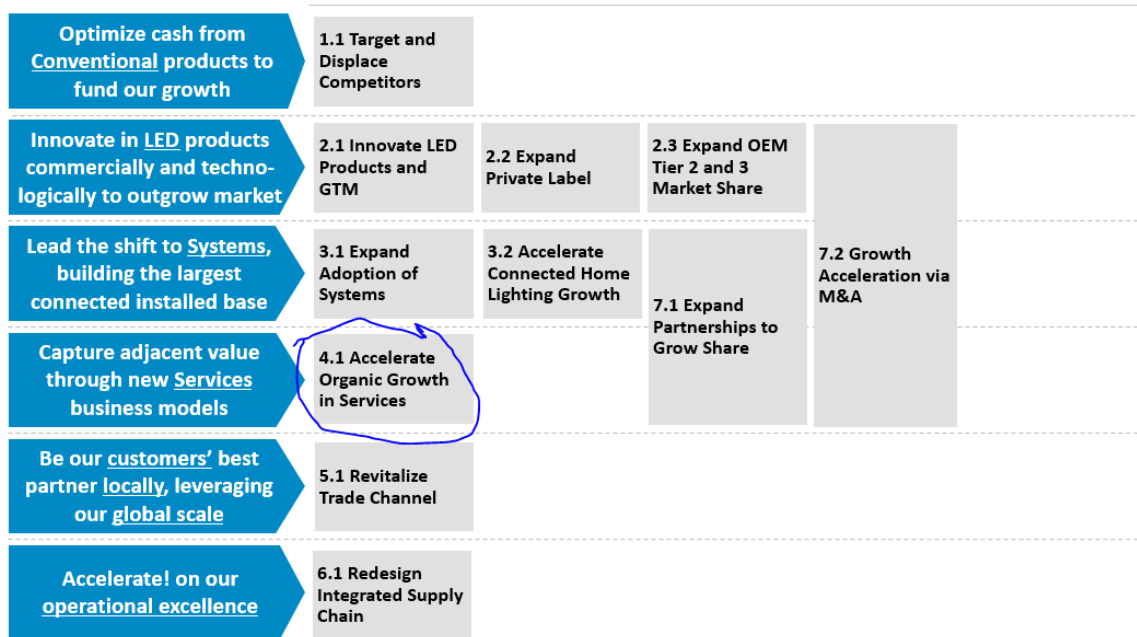
- Morgan, M., Lugosi, P., and Ritchie B. (2010). *The Tourism and Leisure Experience: Consumer and Managerial Perspectives* (p. 83). Bristol, England: Channel View Publications.
- Osterwalder, A., and Pigneur, Y. (2010). *Business Model Generation*. New Jersey: John Wiley & Sons, Inc.
- Pahwa, A. (2017). *What Is a Revenue Model? 10 Types Of Revenue Models*. Retrieved from <https://www.feedough.com/revenue-model/>
- Parasuraman, A., Zeithaml, V.A., Berry, L.L. (1988). SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality. *Journal of Retailing*, 64(1), 12-38. Retrieved from [https://www.researchgate.net/profile/Valarie\\_Zeithaml/publication/225083802\\_SERVQUAL\\_A\\_multiple-Item\\_Scale\\_for\\_measuring\\_consumer\\_perceptions\\_of\\_service\\_quality/links/5429a4540cf27e39fa8e6531/SERVQUAL-A-multiple-Item-Scale-for-measuring-consumer-perceptions-of-service-quality.pdf](https://www.researchgate.net/profile/Valarie_Zeithaml/publication/225083802_SERVQUAL_A_multiple-Item_Scale_for_measuring_consumer_perceptions_of_service_quality/links/5429a4540cf27e39fa8e6531/SERVQUAL-A-multiple-Item-Scale-for-measuring-consumer-perceptions-of-service-quality.pdf)
- Philips Lighting. (2016). *Connected Lighting Creates Intelligent IoT Enabled Office Buildings*. Retrieved from <http://www.youtube.com/watch?v=qEte8P16CUk>
- Philips Lighting. (2017). *Lifecycle Services*. Retrieved from <http://www.lighting.philips.com/main/services/lifecycle-services>
- Philips Lighting. (2017). *Managed Services*. Retrieved from <http://www.lighting.philips.com/main/services/managed-services>
- Philips Lighting. (2017). *Philips Service Tag*. Retrieved from <http://www.lighting.philips.com/main/systems/themes/service-tag>
- Philips Lighting. (2018). *Circular Lighting*. Retrieved from <http://www.lighting.philips.com/main/services/circular-lighting>
- Rosencrance, L., and Mathias, C. (2017). *Definition – Identity Management (ID Management)*. Retrieved from <http://searchsecurity.techtarget.com/definition/identity-management-ID-management>
- Séigny, M. and Glorieux F. (2003). *Document Repositories*. Retrieved from <http://www.nongnu.org/sdx/docs/html/doc-sdx2/en/presentation/bases.html>

- Steber, C. (2017). *In-Depth Interviews: Data Collection Advantages and Disadvantages*. Retrieved from [www.crfrinc.net/crfblog/in-depth-interviews-data-collection-advantages-and-disadvantages](http://www.crfrinc.net/crfblog/in-depth-interviews-data-collection-advantages-and-disadvantages)
- Stiles Machinery Inc. (2017). *Corrective versus Preventive Maintenance: What is the difference and where is the value?* Retrieved from <https://www.stilesmachinery.com/articles/corrective-versus-preventive-maintenance-what-is-the-difference-and-where-is-the-value>
- Sundaram, V. (2012). *Understanding Service Delivery Gap*. Retrieved from <https://venkysundaram.wordpress.com/2012/03/28/understanding-service-delivery-gaps/#comment-1433>
- Techopedia Inc. (2018). *Two-Way Communication*. Retrieved from <https://www.techopedia.com/definition/9788/two-way-communication>
- Tech Target. (2018). *Definition – Web Self-Service*. Retrieved from <http://searchcrm.techtarget.com/definition/Web-self-service>
- Teravainen, T. (2016). *Definition – Single Sign-On (SSO)*. Retrieved from <http://searchsecurity.techtarget.com/definition/single-sign-on>
- Vleeshouwers, L. (2017). *Hoe Gebruik Je Het Gaps-Model in Je Scriptie?* Retrieved from <https://www.scribbr.nl/modellen/gap-model-servqual/>
- WebFinance Inc. (2017). *Definition Spare Part*. Retrieved from <http://www.businessdictionary.com/definition/spare-part.html>
- Zott, C., and Amit R. (2009). Business Model Design: An Activity System Perspective. *Elsevier Long Range Planning*, 43, 216-226. DOI: 10.1016/j.lrp.2009.07.004

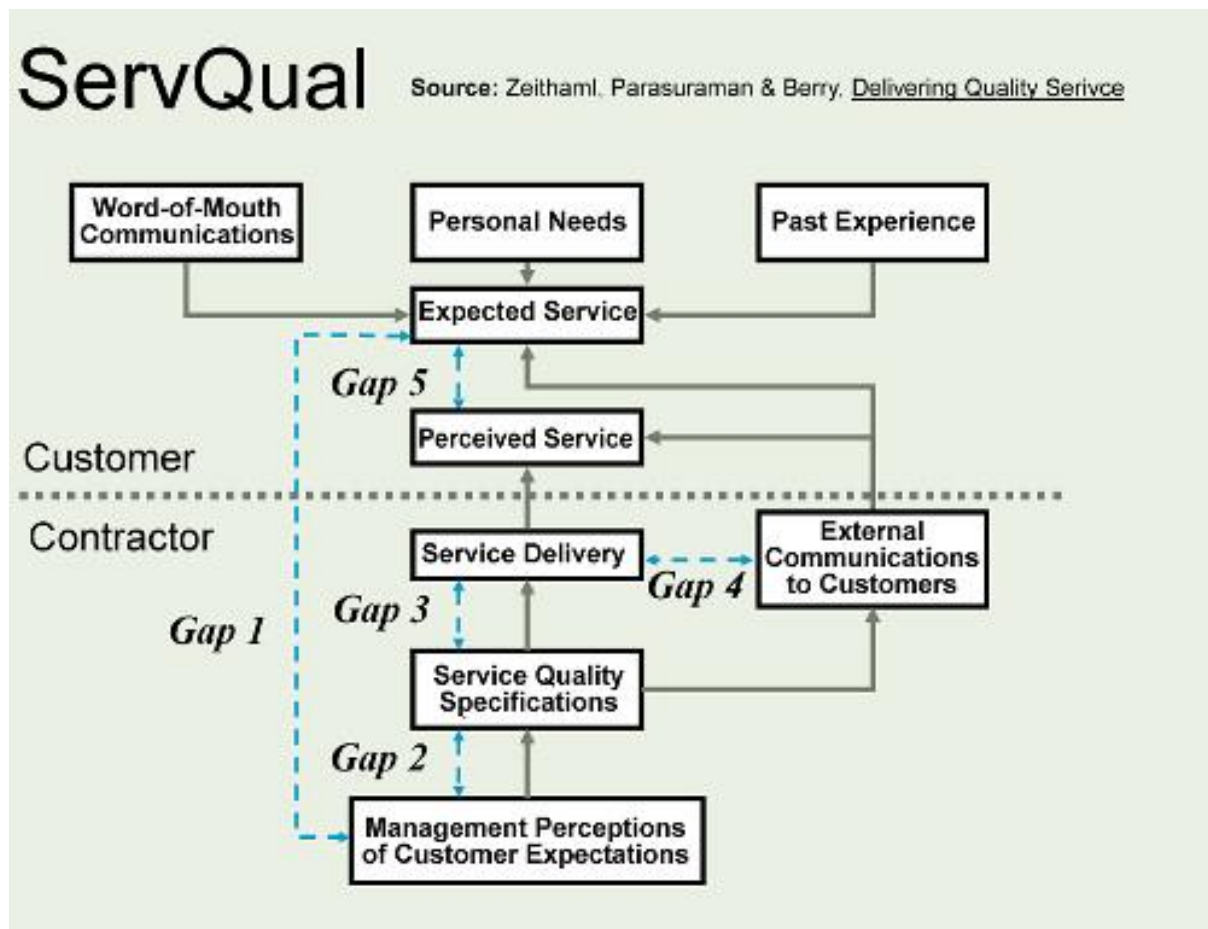
## 7 APPENDICES

### 7.1 Appendix A: 11 Growth Initiatives

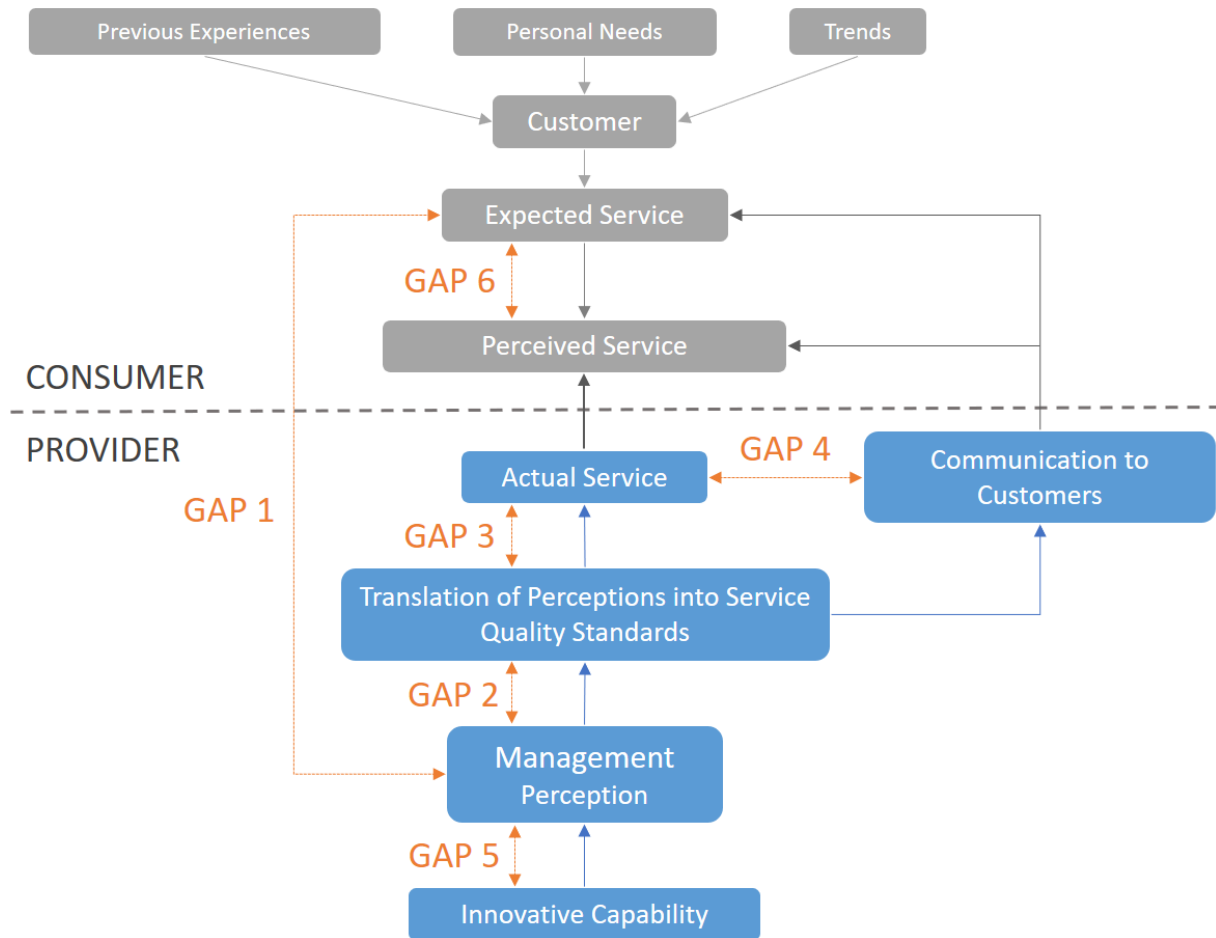
The 11 Growth Initiatives are responsible for recovering ~70% of the gap<sup>1</sup> from the decline in conventional



## 7.2 Appendix B: Original SERVQUAL Model



### 7.3 Appendix C: Customized SERVQUAL Model



## 7.4 Appendix D: Interview Protocol – Portal Perceptions

### Interview Set-Up

Short meetings will be set up for qualitative one-on-one interviews with open-ended questions in which the respondents will be asked questions regarding their perceptions on the customer portal. As the respondents are key stakeholders in the customer portal project, they are already familiar with the topic of the interview.

### Interview Introduction

- Thank for participation
- Interview purpose: Gain insight in competing views on customer portal
- Inform on anonymity in research

### Question Topics

1. Involvement with project
2. Your perception on present portal
3. Your perception on its potential value
4. Future of the customer portal
5. Other ideas

### Feedback

Give small summary of what I understood from the interviewee's answers to ensure that I received the correct information.

### Closing

- Thank for time
- Inform of notification result once research is finished



## 7.5 Appendix E: Interview Protocol – Philips Lighting Portal Portfolio

### Interview Set-Up

A meeting will be set up for a one-hour during semi-structured face-to-face interview in the coffee corner of Philips Lighting HTC48 (main building) in which Qinting He will be asked various questions related to the strategy, status, and functionality of the portals used within Philips. As this will be the first time to meet each other, the coffee corner seems a befitting place to ensure a less tense atmosphere. The topic of the study and the topics to be discussed were briefly introduced in the invitation for the interview.

### Interview Introduction

- Thank for participation
- Introduce myself & thesis
- Interview purpose: Insight strategy & status portals

### Question Topics

1. Differences in portals within Lighting
2. Reason why Lighting has so many portals
3. Vision/strategy, target audience, position in supply chain & status of MyLighting portal
4. Role of services in MyLighting portal
5. Customer feedback on portals
6. Ask for contacts portal managers (to gain more feedback)

### Feedback

Give small summary of what I understood from the respondent's answers to ensure that I received the correct information.

### Closing

- Thank for time
- Inform of notification result once research is finished

## 7.6 Appendix F: Interview Protocol – Portal Software Supplier

### Interview Set-Up

A meeting will be set up for a thirty-minute during semi-structured face-to-face interview at the coffee corner at HTC48, in which the respondent will be asked questions his experience as portal manager for one of the portals within Philips Lighting. As it will be the first time meeting him, the coffee corner seems like an appropriate location to ensure a less tense atmosphere. The purpose of the interview and the topics to be discussed were briefly introduced to the respondent in the invitation.

### Interview Introduction

- Thank for participation
- Introduce myself & thesis
- Interview purpose: Insight into customer portals, TRIMM and its Philips Lighting portals
- Inform of anonymity in research

### Question Topics

1. Purpose of a customer portal
2. Your perspective how it can differentiate a business (competitive advantage)
3. What is your company's Unique Selling Point?
4. Innovation in TRIMM to differentiate
5. Lighting customers unique gain or through referral
6. Amount & differences your portals in Philips Lighting (purpose, target audience, position in supply chain)
7. Availability standard package with functionalities for a portal
8. Investment OEM My Technology portal vs. investment MyServices
9. Experience globally rolled-out portals
10. Internally and externally accessible portals
11. Customer feedback on other portals
12. Craziest customer requests
13. Suggestions for improvement within Philips Lighting

### Feedback

Give small summary of what I understood from the interviewee's answers to ensure that I received the correct information.

### Closing

- Thank for time

## 7.7 Appendix G: Interview Protocol – OEM Portal Manager

### Interview Set-Up

A meeting will be set up for a thirty-minute during semi-structured face-to-face interview at the coffee corner at HTC48, in which the respondent will be asked questions his experience as portal manager for one of the portals within Philips Lighting. As it will be the first time meeting him, the coffee corner seems like an appropriate location to ensure a less tense atmosphere. The purpose of the interview and the topics to be discussed were briefly introduced to the respondent in the invitation.

### Interview Introduction

- Thank for participation
- Introduce myself & thesis
- Interview purpose: Insight into customer portal and customer needs
- Inform of anonymity in research

### Question Topics

1. Purpose of a customer portal
2. Your perspective how it can differentiate a business (competitive advantage)
3. My Technology Portal's purpose, target audience, position in supply chain
4. Difference with MyServices Portal
5. Investment OEM My Technology portal vs. investment MyServices
6. Experience global roll-out
7. Marketing communication markets & end-consumers
8. Customer needs & feedback
9. Future perspective (integration MyLighting)

### Feedback

Give small summary of what I understood from the interviewee's answers to ensure that I received the correct information.

### Closing

- Thank for time

## 7.8 Appendix H: Interview Protocol – C4CS

### Interview Set-Up

A meeting will be set up for a thirty-minute during semi-structured one-on-one interview in a booked meeting room at Philips Lighting HTC48 (main building) in which the respondent will be asked questions regarding the purpose and functionality of C4CS. As the interviewee is part of the Services team, he is already familiar with the topic of the research. The topics to be discussed during the interview were briefly introduced in the invitation. In addition, the interviewee has agreed to giving a short demo on how the system works.

### Interview Introduction

- Thank for participation
- Interview purpose: Gain insight into C4CS for potential integration Customer Portal

### Question Topics

1. Purpose & Target Audience C4CS
2. Relationship with supplier (SAP)
3. Explanation functionalities (e.g. complaint form, service ticketing)
4. Short demo
5. Existence or plan for accompanying app
6. Knowledge of MyLighting
7. Ideas integration customer portal with C4CS (e.g. visibility status)

### Feedback

Give small summary of what I understood from the interviewee's answers to ensure that I received the correct information.

### Closing

- Thank for time
- Inform of notification result once research is finished

## 7.9 Appendix I: Interview Protocol – M2O Process

### Interview Set-Up

A short skype meeting will be set up for a qualitative one-on-one interview with semi-structured questions in which the respondents will be asked questions regarding the position of the Customer Portal in the M2O process. The topic of the study and the topics to be discussed during the interview were briefly introduced in the invitation for the interview.

### Interview Introduction

- Thank for participation
- Introduce myself & thesis
- Interview purpose: Insight M2O process relating Customer Portal
- Inform on anonymity in research

### Question Topics

1. Explain role with services
2. Involvement with customer portal
3. General M2O process
4. Communication customer portal I2M and M2O
5. Implementation gaps and how to fill
6. Other ideas

### Feedback

Give small summary of what I understood from the interviewee's answers to ensure that I received the correct information.

### Closing

- Thank for time
- Inform of notification result once research is finished

## 7.10 Appendix J: Interview Protocol – Customer Satisfaction Managers

### Interview Set-Up

A meeting will be set up for a one-hour or thirty-minute during in-depth face-to-face interview, in which the respondent will be asked various questions regarding customer needs and the go-to-market process. The topic of the study and the topics to be discussed during the interview were briefly introduced in the invitation for the interview.

### Interview Introduction

- Thank for participation
- Introduce myself & thesis
- Interview purpose: Insight customer needs and go-to-market process
- Inform of anonymity in research

### Question Topics

1. Explain your role in Philips Lighting
2. Amount of accounts managed
3. Your perception value customer portal and future
4. Knowledge of MyServices Portal
5. Current customer pains & gains post-purchase stage (after buying system or service contract)
6. Ideas for functionalities and content within portal
7. Up till what degree personalisation needed
8. How to attract customers without service contract to portal if externally accessible
9. Customer expectations relating to innovation *Services from Philips*
10. Customer expectations relating to innovation *digital platforms*
11. Describe go-to-market process for Portal (incl. communication/marketing)
12. Preferred channels customers to hear about new services (e.g. interpersonal, or online via social media)

### Feedback

Give small summary of what I understood from the respondent's answers to ensure that I received the correct information.

### Closing

- Thank for time
- Inform of notification result once research is finished

## 7.11 Appendix K: Interview Protocol – ROC

### Interview Set-Up

A meeting will be set up for a one-hour or thirty-minute during in-depth face-to-face interview, in which the respondent will be asked various questions regarding the ROC's role in the Customer Portal project and their needs. The topic of the study and the topics to be discussed during the interview were briefly introduced in the invitation for the interview.

### Interview Introduction

- Thank for participation
- Interview purpose: ROC's role in project and its needs
- Inform of anonymity in research

### Question Topics

1. Explain ROC relation to Philips Lighting
2. Expectations responsibilities portal
3. Cost model present vs. future
4. Your perception value customer portal present and future
5. Ideas for functionalities and content within portal
6. Points of improvement in process

### Feedback

Give small summary of what I understood from the respondent's answers to ensure that I received the correct information.

### Closing

- Thank for time
- Inform of notification result once research is finished

## 7.12 Appendix L: Interview Protocol – Customers

### Interview Set-Up

A meeting will be set up for a 30-minute during in-depth interview, in which the respondent will be asked various questions regarding customer needs within the customer self-service portal concept. The topic of the study and the topics to be discussed during the interview were briefly introduced in the invitation for the interview.

### Interview Introduction

- Thank for participation
- Introduce myself & thesis
- Interview purpose: Insight customer needs
- Inform of anonymity in research

### Question Topics

Required explanation: *“We developed a digital platform or as we call it a ‘customer self-service portal’, which will serve as a communication tool between Philips Lighting and its end-customers for all Service-relating information.”*

1. Number of accounts managed
2. Current pains that could be addressed through such a communication platform
3. Perception of self-service enabled by a digital communication platform
4. Understanding of a ‘Customer Self-Service Portal’ and its underlying functionalities
5. Portal as solution asset database (hardware and software)
6. Who are seen as potential users within the customer’s organization
7. Specific needs per type of user
8. Experience platforms other vendors and its functionalities
9. Future needs (expectations relating to innovation Services & digital platforms – e.g. big data / circular economy)
10. Portal as option or standard in contract
11. Preferred channels to hear about new services (e.g. interpersonal, or online via social media)

### Feedback

Give small summary of what I understood from the respondent’s answers to ensure that I received the correct information.

### Closing

- Thank for time
- Inform of debriefing



## 7.13 Appendix M: Interview Protocol – Service Sales Specialists

### Interview Set-Up

A meeting will be set up for a one-hour or thirty-minute during in-depth face-to-face interview, in which the respondent will be asked various questions regarding customer needs and the go-to-market process. The topic of the study and the topics to be discussed during the interview were briefly introduced in the invitation for the interview.

### Interview Introduction

- Thank for participation
- Introduce myself & thesis
- Interview purpose: Insight customer needs and go-to-market process
- Inform of anonymity in research

### Question Topics

1. Explain your role in Philips Lighting
2. Amount of accounts managed
3. Your perception value customer portal and future
4. Knowledge of MyServices Portal
5. Current customer pains & gains post-purchase stage (after buying system or service contract)
6. Ideas for functionalities and content within portal
7. Up till what degree personalisation needed
8. How to attract customers without service contract to portal if externally accessible
9. Customer expectations relating to innovation *Services from Philips*
10. Customer expectations relating to innovation *digital platforms*
11. Describe go-to-market process for Portal (incl. communication/marketing)
12. Preferred channels customers to hear about new services (e.g. interpersonal, or online via social media)

### Feedback

Give small summary of what I understood from the respondent's answers to ensure that I received the correct information.

### Closing

- Thank for time
- Inform of notification result once research is finished

## 7.14 Appendix N: Colour Coding

### Portal Perceptions

#### Current Functionality Sufficient?

- Yes, it's valuable (1) – basic platform that can be used for a massive roll-out & is even designed as standard for all remote service contracts.
- It's a start (2) – value for now but expect to have database behind it eventually, spent long time working on portal and functionality still open for improvements as contract between Philips and supplier was poorly made, single point of entry concept is valuable and must be continued (documents & contacts) but still needs to be integrated with C4CS to have real value

#### Benefits

- Transparency (1) – make all alerts happening behind the scene visible (MoogSoft software now used), show how defect has been solved
- MyServices is cheap for us (1)
- Differentiation (1) – “we could be the hosting party for business digitalization for assets”
- Single Point of Entry (1) – one place where all information is gathered, paperless documentation, always updated and available for multiple stakeholders, valuable as we need to audit facilities for 50-70% of the cases because of missing documentation
- Tangibility of services (1) – when the team shows the portal, services suddenly become tangible for the customers.
- Form tighter relationship with customers (1)
- Up-to-date information (2)
- Usage for upselling (1) – benefit for P-o-C's and sales specialists.

#### Expected Functionalities & Content

- As built data (1) - Show multiple interventions in portal (customers expect this!)
- Customer remote analysis (1) – reporting on data
- Standard self-help (1) – FAQ, guide, etc.
- Service Ticketing (1) – Integration with C4CS, let customers monitor status of tickets, bills still to be paid
- Two-way Communication (1) – kind of social exchange platform that will allow direct communication between customers and Philips
- Remote management of light points (1)
- News section (1) – e.g. for premium electronics customer say, ‘We illuminated another \* store!’.
- Spare Parts (1) – integrate service tag

#### Future Perspective

- Database connecting all systems (1) – data coming from one system from which others can draw information, makes ticketing possible
- Monitor status, tickets, planned maintenance (1)
- A click model for the complete Philips Lighting Business (1)
- If customers see value in it, continue with MyServices for a longer period (1) – since it is cheap
- Standardization of data/information in systems (1)
- Refurbishing doesn't make sense (1) - business wise, because why would you bother dismantling the luminaire while a technician can come on site.
- Portal should become a marketing tool (1)

#### Actions to be Taken / Ideas

- Either add database/ticketing in roadmap MyLighting or integrate in customer portal
- Sales needs to pick it up (1)
- Use C4CS as portal instead (1)
- Need to create awareness within Philips (1) – as of today no clear information can be found on the customer portal (not even the professional service IBM community)
- Create clear value proposition (1) – integrate with three pillars (professional, lifecycle, and managed services), also professional services as there are a lot of documents surrounding audits.
- Case studies & best practice sessions (1) – create examples that Philips employees and customers could use in the offering process.
- P-o-C's and project owner responsible for communicating and managing new service in their respective markets (1)

- Communicate (process): that whenever a new version or service contract comes out, the service manager and/or project manager in charge should forward this to the ROC so they can update the documents to ensure up-to-date documents on the portal (1).
- Communicate (process): when markets send translated documents to the ROC
- Pilot portal to some key customers in markets (1)

#### Quotes

- “Everywhere you go online, you create an account, that is the expectation of today.”
- “MyLighting would be the best solution, because of the enormous database behind it, but the first step now is to get the ticketing to work, then the portal will really become good!”
- “The way in which we as Philips Lighting want to use the portal has evolved.”

#### Situational Facts

- MyLighting no time and resources for ROC in Roadmap
- MyServices Portal seen as temporary solution
- Previously, company A could see information from company B
- History Portal: Original portal limited in functionality and expensive to roll out in a massive scale; First thoughts were to have the portal configured per country (SME-oriented) and pay supplier 2k per company/market and 3k per language and one global portal administrator, then international companies seemed to have more interest, so the idea was to have one portal manager and data organized per country, but paying 2k per company would quickly rise to 200-400k (too costly) so the configuration should fit in with the transnational nature of our customers’ needs. C-ROC came into play and there were negotiations with the supplier to change it portal.
- Current managerial status/direction: 30 customers signed for it, an account will be created for every remote enabled contract (in other words we go mainstream). First estimation is 250-300 contracts for the end of 2018. Ambition to remotely manage over a million light points in the near future, all supported by the CP.

#### **Portal Experts**

##### General History & Facts

- Dot.com not sufficient and customers were asking for single point of entry (place allowing them to download relevant information) -> digital marketing team started portal initiative.
- OEM and DACH most advanced portals – OEM won European Digital Communication Award for best Content Platform, same software and supplier as MyServices Portal
- Global portals are MyServices, OEM (China, U.S., and Europe), and VAP (Value Added Partner) portals
- Marketing team is working on Freemium model for the dot.com
- Some portals globally funded, others financed by market itself

##### General Processes

- Each department should appoint operational portal managers themselves

##### Roles and Responsibilities

- Digital marketing department looks into overlap into any portals, takes monitoring role

##### MyServices-related Statements & Advice

- Main functionalities customers come for are download centre, contact & support.
- Focus on marketing and do not include any transactional functionalities due to third party involved
- Integrate social media, blogs/vlogs possible (1)
- Make externally accessible possible (1) – think whether to have log-in or not (advantage is more information about the users, disadvantage is people might feel repelled by it as it takes too much effort to enter the platform), upcoming events can be made publicly accessible
- The investment needed for MyServices might differ from OEM, as the software infrastructure was developed first and what has been developed can be used for MyServices too.
- Size of investment needed to connect MyServices Portal with C4CS depends on whether the supplier already has the connector. If not, question is what more there is to connect from within C4CS that we don’t know about, which will then be merely a budget discussion for Services.
- Starting a basic new portal should cost about 50,000 euros
- Portal should be dynamic and interactive platform that provides the user more than one reason to take action and log-in.
- Best to go to the markets first to discuss how to roll-out there.
- Overlap, e.g. for campaigns, should be discussed with other departments to ensure alignment
- Just placing external links is quite expensive bookmarking. It is useless because they can also find it outside the portal. Define what the customers want first (those needs that make them willing to log-in and maintain the account). Questions you can ask: what are the incentives that make them come back to the Portal? What have

other portals done in Lighting that works and that we could learn from or even adopt functionalities that have been developed?

- Quite easy to deal with markets once you have a global mandate and the necessary support.
- Portal as business model – nice if we could say that if a customer buys Philips Lighting's product/system the portal would be included for free. If you could do this, you will start creating value in addition to just saving costs.
- C4CS only for operational delivery, so MyServices could include full details for customers (e.g. on service tag), could include ticket menu, info about what is covered in the contract, and IBASE. Could also include flyers (customers sometimes call Call Center for that).

#### Benefits Portals

- Differentiation
- Ease if doing business for customer (2) – the moment you can unburden the customer better than the competition does, this customer is more likely to work with you (in Philips case probably other way around)
- Reveal valuable new insights for company
- Customer intimacy – the more intimate relationship with customer, the more satisfied they are with the business. portal serves as basis through which you can conduct personal dialogues > eventually leads to more value being generated. Once you indicate to your customers that you want to be more engaged with them, this will be rewarded.

#### C4CS

- Purpose: Operational delivery tool
- Audience: 3 groups – key audience is customer satisfaction department, second consists of account management / organization management / quality managers / factories / order desks, third is external engineers and call agents (limited accounts).
- Supplier: 2 suppliers – SAP (hosting software supplier) and Aquarel (software development supplier)
- Functionalities: Front-end triggers all logistics to deliver services (creating tickets, manage planning, list of products & app for technicians available), Back-end links the data from the front-end to the general SAP system (contract/financials added into SAP, automatically copied in C4CS)
- Integration with MyServices: 3 options – 1) data lake (best solution but most expensive and difficult because requires complete configuration between all portals and the database, and a lot of work and good/transparent communication between the various stakeholders), 2) hide another database in portal (have to create new user-management system, which is a lot of security programming work), 3) direct link to another website (increased rights, security, and license costs due to double number of users have to manage in both systems). Conclusion: Database best option in long-run but too costly/difficult, so link between MyServices and C4CS would be easiest, but requires us to start project to get this done.

#### MyLighting

- One gateway that connects all systems/portals (a.k.a. Single Sign On – identity management system). Difference with other portals is that those are mainly for marketing purposes. MyLighting goes beyond marketing, using SAP (Hybrid Platform and Hanacloud) technology and integrates transactions. Do not prefer working with third party due to barriers to support digital initiatives related to confidential sensitive data (privacy & security matters). MyLighting portal gives us ability to control data and service to customers ourselves.
- Will NOT replace other platforms but rather exist alongside each other. Will ONLY replace them if functionality can be improved optimally = meaning we can just go through with the MyServices Portal.
- Vision: wrap up needs of U.S. market in 2018, plan to roll out to other markets in 2019
- Completely done by Philips internal IT department (they already get paid for working)
- SAP chosen because it already is Philip's Lighting's ERP system, which contains lots of customer information.
- SQAP connection highly beneficial for order tracking and increasing transparency towards the customer.
- Opinions MyLighting: A bit too ambitious (1) – should be steps in between, especially since there was not sufficient budget for the project, focuses too much on transactional part and the marketing part falls short. Better to have one portal per BG and data from all portals coming from same database.

#### My Technology Portal

- Objective: Providing closed-loop customer journey, convert to sales in the end, improve ease of doing business/simplify business with us, innovate on service level as differentiator.
- History: pain customer too much information they didn't know where to find something
- Customers are Philips Lighting competitors who buy Philips produced components for their own production
- Position in supply chain: touches upon all steps
- Functionalities: Easy Design-In tool (finds right combination of components for customers within a minute – used to take long and extended conversation with responsible Key Account Manager)
- Investment was relatively high (approx. 100,000 – 200,000 euros in total); app costed another 50,000 – 60,000 euros.

- Limitations: Does not make sense to let B2B customers order products worth thousands of euros via a web-shop (online ordering on the roadmap but complex – more research required). Quotation is possible, and samples are good enabler to close an order.
- Implementation: ‘country coordinator system’ in place (people held accountable within markets who localize content). As preparation spoke to markets and customers in person to define their service needs.
- Communication: raise awareness – if the managers in the markets do not know about the product the customers will not know either, so OEM team holds innovation roadshows (travel to markets to present innovations to customers and get feedback from them in return).
- Requirement implementation: Market might want to implement but not have sufficient financial or human resources to make it manageable, so they have a list of requirements for the markets that they must conform to in order to qualify for the use of the portal.
- OEM has saved 186,000 euros through the portal due to all necessities being centralized in the portal instead of using different applications for each activity.

#### Platform Supplier

- Choice Partner: Long-term/trusted partner (2) with digital marketing - Partnership with other technical companies to serve customers better digitally always worshipped by Philips Lighting
- Flexible
- Ownership: Philips takes ownership of the portal, not the supplier, as they are just the service provider doing the content & modifications/customizations programming (we buy software license of Magnolia via supplier while they do the programming – allowing them to split costs over several portals via one joint license = leverage). We could basically just go to another supplier with the same portal within a short period of time.
- USP: Specialized in B2B market, with expertise in digital solutions for the High Tech, Telecom, and Industrial industries. Experts in complexity and simplification – experts in field of ‘digital craftsmanship’.
- Difference portals: Target audiences include wholesalers, partners, installers, light architects, and niche markets (entertainment, horticulture).
- DACH portal is externally accessible – includes whitelisting option – meaning that once someone wants to register and fills in the company number he or she works for, this new user will be able to see all company-specific information = standard configuration from the supplier
- Disadvantage: we cannot link the Portal directly to the SAP customer database like C4CS can

#### Quotes

- “The software supplier was chosen for the portal because it is a trusted partner, but even if we were to benchmark, other agencies (supplier’s competitors) probably same price, or slightly less due to less expertise.”
- “It is simply too late to reconsider the costs that already have been invested. The product that has been delivered for the set price was what was agreed upon. If the responsible party within Philips is unable to roll-out the portal sufficiently or does not make a proper use of the platform that was provided to them, then this is not the responsibility of the supplier.”
- “If there is not enough reason, the responsible party has failed to meet the need of the user or has not defined the need or proposition at the start of the project sufficiently.”
- “MyServices Portal is based on assumptions, so it is suggested to redo the homework of why we need the portal. They ended up where they ended up because they didn’t do enough research into customer needs. Still, it is a little difficult for services, because customers would be disappointed if they ended up closing the portal; therefore, they could just do research on basic customer needs.”
- “A lot of money was invested in MyLighting as this seemed to be their ‘holy grail’, but it looks like a formal statement will come out soon saying that it will not continue. It is also not known yet if the ‘Single Sign On’ will actually be realized. My vision is that we will be talking about a personalized platform rather than MyLighting, and that all portals will be linked together.”
- “You should not capitalize on things you already have, but rather invest in your future.”
- “In all scenarios, make sure to think from a customer’s perspective.”

#### Conclusions

- There is no room for MyServices in MyLighting and Services won’t be affected by developments in that area; therefore, they should not look at what MyLighting is doing anymore and just continue to develop the services portal
- There are a lot of possibilities to improve MyServices (connection with C4CS), this is only a budget discussion for Services. The question is how much importance they attach to the portal over other ongoing projects.
- Investment we did is for a basic portal
- Not having conducted enough research before initial investment of portal resulted in the issues with the portal’s functionality

#### **Process Experts**

### M20 Process

- Customers interested in the portal, but it hasn't been actively rolled out yet
- Joint discovery – the sales specialists and customers gather information together to ultimately gain the proper solution for them and meet the expectations of the execution (it's all about the customers)
- Customer-focussed selling –goal is once you have the customer you have the customer for life, process might take longer but in the end, it's a more lucrative process where the customer sees the value better.
- Process: Service managers take the contract up to contract execution; customer satisfaction takes over once there is a bonding contract and execution phase is started and maintain customers from there (tool for internal use is C4CS).
- Responsibilities: Service manager assigned to customer (day-in day-out support), C-ROC, and field service engineers (health checks, troubleshooting, etc.)
- Implementation gap: 1) Communication! 2) Make sure that we all understand what the customer is expecting, 3) Proper execution/implementation (if challenges happen, we need to revert back to normal communication channels for the meanwhile – ultimate means is service contract manager).
- Functionality ideas: ensure capability to tailor portal under the structure that the customer wants, allow customer to do quick searches and look-ups, digitized reports, allow customer to look up history of multiple locations to identify trend (like Google).

### **Internal Customers**

#### Number of Accounts Managed (CS Manager Only)

- Respondent 1) Couldn't say, 2) 15-20, 3) 5, 4) 100

#### Current Functionality Sufficient

- No value (1) – currently only offers installed base and contacts does not add enough value for customers to buy it and for us to commit to the large amount of work to maintain it. Value proposition very vague/not ambiguous (2).
- It's a start (2) – will grow together with type of services and systems we provide, it's only the basics but I expect it to be improved in the near future, at least we could tell customers that we could have all the customers' info in one place considering it is rather difficult to keep track of this if you have 400 offices for example. We're trying to make the best of what we have at this point of time.
- Expects Differently (2) – ticketing, data analytics in it, less bothersome implementation

#### Current Customer Pains/Potential Benefits

- Flexibility (1)
- Transparency (1)
- Being kept up-to-date (1) – bigger accounts often ask to be kept up-to-date on new offers (here portal comes in handy)
- Complexity of systems (1)
- Difficult to find out who to contact when (1) (e.g. call center/ROC/account manager)

#### Expected Functionalities & Content

- Ticketing (2) – track status
- Reporting (5) – frequency depends on contract (1), quarterly (2) reporting on uptime, light performance, etc. system reports, managed service deals, performance optimization, yearly health check.
- 2-way communication (3) - Let customers indicate on portal that they are expanding, then Philips could influence that/reach out to them = letting them stay in contact with Philips good for upselling. Cooperate to solve problems as goal is to establish long-term relationship
- Notifications updates (2) – 'Hey, your new Health Check is online!'
- Personalized template (2) – standard template for small contracts, personalized for bigger accounts (e.g. empire state building gets picture of the building in portal)
- Download Centre (2) – installed base (when they set it up, what have to make re-order), most essential requirement from customers is to have the documentation at their fingertips, here clear description (which contracts available, which contracts, what services agreed on)
- Updates replaced products (1) – takes lot of time on both sides (business and customer)
- Track spare parts (3) - Integration with Service Tag, data for asset management/registration
- Monitor systems (3) – being able to see data from systems, if managed services with commitments on outcome, possibility to monitor the system and actual fulfilment of agreed outcomes.
- Manage systems from portal (1)
- Expandable to multiple devices (1) – through app for example
- Data analysis (2) - Reporting/data mining tool (being able to manipulate that themselves/creating data analysis/high level kind of reporting tool)
- Circular elements (1) - The faster we engage and integrate this, the faster we gain the advantage over our competitors. If product becomes circular great marketing to post on portal.

- Warranty monitoring (1) – which product under which warranty
- Share news updates (1) – what is happening across the globe
- Calculations (1) – costs, energy, etc.
- Relevant case studies (1) – e.g. for an industrial customer could post some industrial cases which they could use as example to integrate as well.
- Standard Self-Help (2) - Quick helpdesk, chat, premium escalation matrix to assist in people finding their way easily, create portal that you can enter with 'one push on the button'
- Showcase Customer Satisfaction Survey Results (1) – conduct small CS surveys through C4CS, and show NPS (Net Promoters) Scores on the portal
- Transactions (1) - The more transactions we can do through the portal, the more value the customer will see into it.
- 

#### Benefits

- Upselling (1)
- Customer intimacy (2) – through personalization customer feels more understood/try to align with their needs, showing customers where Philips is going will open horizons for customers and engage them more.
- Transparency/visibility (2) – allows company to save costs (more customers for longer time = more money), lot of activities happening at C-ROC and portal can show customers what happens
- One-point stop (1) – contact information, documents, discussion notes between Philips Lighting and customers (e.g. on energy metering, road maps, etc.) so they can always come back and see what they discussed and how we are doing and see whether their business is aligned

#### Implementation Challenges

- Language (1) - MUST be in the local language is prerequisite (e.g. French would not accept a portal in English), if ROC does not know what they upload, because it is in another language that's not a good sign.
- Maintaining the portal (per market) bothersome/time-consuming, uploading
- Spare parts would be interesting on portal but lot of effort to manage and maintain
- EU Regulation (1) – new data privacy rules as of May next year, companies can be fined up to 5% of their yearly turnover by not complying. Should take into account!
- Compared to other partners not well established yet in online access (1)
- Be careful not to target the wrong customers (2) with personalized information such as news, need to have very specific data and info coming up (technical stuff that customer might be able to do themselves), strongly advice against making it a marketing tool.
- Overexposure to portals (1) – every company comes with a portal, make sure not to overload, how to eliminate that?
- Project status (1) – customers want to know but we may not always be able to answer, lot of pressure is put on planning nowadays because customer wants to know the status of their project.
- We already have videos and product catalogue (external links in portal) which already shows some kind of news, but we need to finetune it to a specific customer and the segment they belong to.

#### Process/Implementation

- MIP (market introduction process) to localise plan made by Services (how to position value proposition, go-to-market plan, etc), someone appointed to take the lead – would be service manager.
- Enabling process has to improve (1)

#### External Accessibility

- Not much difference between the regular website in terms of information

#### Optional vs. Standard in Contract

- Optional (paid for) (1) – it should be an option that you could discard. One it that customers appreciate what it costs and what they paid for, second reason for sales guys it's easier to sell because it's clear what they are getting.
- Freemium (2) – basic version for free, and higher degree of professional portal add money. A set of standard reports with simple data mining, whenever want something more have to pay more. Would fit more into the packages we offer for lifecycle services: e.g. Essential portal is optional, for premium there is standard version, and for premium plus a premium version, for managed services unlimited edition.

#### Preferred Communication Channel

- F2F with sales specialists/account-managers (3) – when it comes to agree on service to be offered talk to account manager or service sales specialists (preferably)



- Multichannel (1)
- Social media (1) – portal being digital of nature we could also showcase it on social media (e.g. LinkedIn – articles, whitepapers, showcasing through commercial video, website, our own digital communication NPS)
- Depends on customer profile (1)

#### Other Suggestions

- Pilot (1) – with few carefully selected customers and cooperate to improve it before the first real launch
- Make sound agreements (1) - ROC might still need to prove itself now, but they might start asking for more money, so write down agreements now.
- Business Case (1) – create business case to see how fast the investment could be earned back (ROI)
- **Value should be very explicit (1)**
- Personalization: information specific to a client should be shown only to that one, generic information should be visible to everyone. Give information very specific to them
- Evaluate portals from other organizations (1) – to learn from it
- Content should be consistent and something that is already there, from a centralized system (maybe MarCom?) in a way that is appealing to the customer and shares a good level of information.
- We should pay more attention to understanding the customer and where he's going.

#### Quotes

- "Up till now, the value proposition that I hear from Services has been very vague. For this reason, I have held off the idea of implementing the portal a bit all this time."
- "As the level of services grows with the growth of systems, the level of expectations rises."
- "The benefit should be clear to the customer, then they will realize that it costs money for us too."
- "If we get something a little bit more attractive/valuable then what we have now, we could bomb up the offering."
- "From Services point of view, it should be the one point where the customer communicates with us and see the info from their systems."
- "It should be about the effectivity not about the costs, because this will eventually have impact on the costs as well and bring benefit."

#### ROC

- Shared team that knows across products and will be pre-empt able to solve the problems before the customers even know about it
- Cost centre (shared service - subsidized model by lifecycle manager) – question here is management (how many people should work on project etc.) these aspects play big role in deciding cost model.

#### Roles & Responsibilities

- CSAT – 2 areas: make sure that portal is filled with right data + continuously develop together with customer the functionality of portal
- ROC responsible for performance report writing, monitoring. ROC expects themselves to take accountability, and works together with market for adding localized wishes.

#### Conclusions

- Awareness among the CSAT team is quite little (who builds, maintains, gathers information?)

#### **External Customers**

##### Number of Accounts Managed (for service sales specialists)

- 1) Plan about 20, 2) By next year 5 by myself, and support 30 projects, 3) 20 indirectly, 4) 10-20 at a time, 5) 3-5 at a time, 6) 10 international account, support 6 sales organizations (DACH, UKI, Benelux, U.S., China, and IIG)

##### Current Functionality Sufficient? (download centre & contact list)

- Yes, it's valuable (1) – when people change roles documents get lost, if easily accessible
- It's a start (3) – just basics for now okay but have to improve in the future
- No value (2) – tools are awful, looking at how many options there are in the market, it shouldn't be that difficult to create a functional portal. Fact that the portal does not function well is a red flag. Only valuable if customers can see the as-built data (documents + intervention history). External links add no value as you can also find them yourself, service ticketing widget they made is best-worst thing we could get, and phone number and email customers can also find by just Googling.
- Different Expectation (5) – to be able to manage the systems from the portal and see statistics, seeing how Philips has performed in their engagement with the specific customer has much more value than just accessing documents.



### Expected Functionalities & Content

- Ticketing (5) – should be improved (using C4CS), transparent workflow, like amazon being able to track status of order (would create value for customers as they will not have to reach out to Philips), number one thing customer always asks is “I would like to know where my order is.”
- Performance reporting (4) – Quarterly/6 months/monthly, data harvesting, space optimization
- Notifications (2) – when new update done + benefits of update, when Philips uploads something and vice versa
- Integrated data analytics/statistics (4) – form of graphs, helps in reducing carbon footprint, ‘real time’ data, data enabled service model needed because current model is not valuable
- Download centre (2) – first requirement, detailed information per site, works but have to announce updates in download centre (e.g. through pop-ups on portal itself), should include ‘system handover documents’ and ‘electrical drawings’, include SLA’s, single point of entry/access (all info in one place that’s easy to navigate). Also includes outcomes and results of meetings recorded (emails, updates, file control. If question customer arises, refer to latest uploaded doc.
- Complaint system (1) - function that allows employees to directly give feedback
- Possibility to integrate in other application (3) – let employee manage lighting system, and integrate with own applications/systems such as IBMS (integrated building management system – meant for heating, air conditioning, elevators, etc.)
- Standard Self-Help (3) – finding a phone number or email should be faster than Googling it, easy to access (with one password)
- Dashboard with overview (2) – all sites overview
- Monitor systems (2) – address problems themselves and communicate these to Philips
- News section on portal (4) – updates on monthly basis/once every 2 months/quarter (one responsible should be the key account manager in collaboration with marketing and system & services centre), could be nice add-on, updates on innovation any time there is something new, updates on installed base recommending customers a new product once theirs is old and mention benefits, references on technologies (what is happening in the lighting industry?), general news items are common but if possible push through something particular to a customer looking at his service needs/different solution per segment, e.g. if automotive I’d be interested in what Philips offers for automotive industry or hospitality, etc. Counterargument to including news is that ‘everyone can access general information.’ Specific information (big data/circular economy) is not for everyone. You want to make sure to bring awareness to customers regarding the projects you are working on and new developments in the market, but be careful not to overload. Do it by market, as you have to be careful with content (e.g. only in Europe circular lighting is available... so in other markets customers should not get confused).
- Pop-ups (1) – be careful people do not get spammed as that might desensitize them, to announce updates in download centre (effective way to attract someone’s attention to it/make aware)
- Contacts (1) – always good but make sure to keep it up-to-date
- Manage systems remotely (3) – this will manage lighting in efficient manner and reduce energy consumption by putting certain control, manage physical stuff (the lighting) themselves
- Attractive lay-out that differs every time you log-in (2) – e.g. through notifications updated documents (e-journals very effective way of communication), or business cases
- As-Build Data (2) – defined as both documents related to technicalities, as well as updates/tracking of technical activities (intervention history) = so could be combination of download centre, share centre (because technicians must also be able to upload their activities), and a dashboard summarizing the updates for the customer. Make easy for customers to track back (see history of maintenance). Record historical activities associated with our contractual commitments and results.
- List of purchased items (1) – along with legislative issues, import times etc. show on dashboard.
- One-pager/dashboard with what contractual highlights (1) – incl. contractual ticketing number, people who buy the portal and sign the contract and user of the portal are different, the latter one also need to know what we agreed upon (telling them ‘that’s not in your contract’ may lead to misunderstandings and irritation)
- Training Videos (2) – develop instruction videos (tutorials/YouTube videos) instead of having staff from Philips come over to the company and talk to the staff again, local training not global would improve speed and access to Philips
- Spare parts (1)
- Business Case Studies (2) – divided per segment, e.g. in Mexico we developed something, and we could share that with someone in the U.S. for example, like a link in the portal saying ‘Hey check out what we have done in Mexico!’.
- Voice of Customers (1)
- Planning (2) - Access to schedule of project manager (very common thing in order companies), being able to see when the next visit from the technician is
- Extended to multiple devices (2) – everything automated with tablets, phones, etc.
- 2-way communication (2) – customers should be able to upload, as well as technicians, give customers ability to give feedback on customer reports via portal

### Current Pains/Expected Benefits

- Operational Efficiency (1) – monitor systems and communicate these to Philips
- Take control ourselves (2)
- Speed (2)
- Control on energy consumption (1) – reduction of carbon footprint
- Tackle small detailed problems (1) – as most of the time lighting maintenance is executed in bulky manner critical details are often overseen
- Easy energy consumption and benchmarking around the globe (1) – e.g. comparing Asia and U.S. offices to see what Philips has been doing and point out any gaps to them.
- Improved communication between 2 parties (3) – reaching out to Philips more easily, better communication of value of services towards customers
- Transparency/visibility (3) – see how has Philips been performing against a contract, for Philips internally the main value is provided for customer satisfaction since they can provide the order milestone dates and a dedicated follow up to make the order journey transparent. For customers important as there is a blank space after contract sign.
- Ease of doing business (1)
- Availability of documentation to maintain and upgrade existing installations (1)
- Up- and Cross-selling (1)

### Potential Users & Needs

- Operational Management (1) – Quarterly/6-month reporting, access to documents, overall performance summary
- Facility Management Team (3) – (or lounge manager) Complaints, data, overlooking role, monitoring, training material and service ticketing
- All company employees (2)
- Maintenance Team (Local engineers/site engineers) (2) – most important that they can put data in the system, technical drawings
- Others: Allow access to / select those people that can have access to the portal's information, e.g. financial managers, savings & sustainability managers, must be able to see that specific information directed to them. Third party suppliers also need to have access to the portal!

### Optional vs. Standard in Contract

- Optional (paid for) (1) – “If you want to generate more revenue within Services, then you must organize the process well. You must ensure that the service activities are not given away for free, but that people start paying for it.”
- Standard (free) (2) - nobody would mind if it's for free (although it's probably integrated in the value of the contract) but it should be proposed with a good value proposition saying like “the portal will help you with A B C D problems”. Portal should be an add-on to current service offer.
- Move from optional to standard (1) – move along as business becomes more mature
- Freemium model (2) – standard and premium version of the portal means no discussion of having it optional in contract or as standard, mini version in small contracts (e.g. only ticketing), and fixed version in larger deals

### Process/Implementation/Suggestions

- Communication (2) – inform markets and customers of portal thoroughly, formulate clear value proposition for the customers
- Sit together with management of companies (1)
- Ensure that everyone who is involved with service activities can benefit from doing service ticketing (1).
- Portal will be explained in the sales pitch during consultative selling, and will be introduced in the execution phase.
- Do some external benchmark and just learn from them instead of just thinking of something new, e.g. Honeywell's portal and value propositions.
- For news on innovations, we could work together with lean managers
- Raising awareness: Instead of sending a link to a customer/employee, one of the markets sets up a meeting with selected 10 accounts they want to work with in the future and have a F2F meeting explain the product in detail with all functions, etc.

### Implementation Challenges

- Language (1) – technicians may not understand the English
- Support systems (1) – systems needed to enable connected luminaires and collect the data from the systems
- Potential security breaches (1)
- Keeping it up-to-date (1)
- Product-oriented company mindset (1) – account-managers just want to quickly help the customer by just calling someone to place a new luminaire instead of issuing a ticket (with which money could be earned), because in

most cases earning revenues for services is not in the account-managers' interest. So: ensure that everyone who is involved with service activities can benefit from doing service ticketing.

- Jumping to the "why" – 3<sup>rd</sup> degree service (1) – There are 3 degrees in services: 1<sup>st</sup> degree = "I am heard", 2<sup>nd</sup> degree = "the luminaire has been replaced, nice", and 3<sup>rd</sup> degree = "the luminaire is broken, but nobody knows why". Philips employees tend to jump to 3<sup>rd</sup> degree, causing there no tickets to be made and services to become expensive quickly as professionals have to start looking at the reason for the defect, which will cost time and money, while money could be earned solving tickets.
- Getting repair-people to upload data (1)
- Just corrective maintenance (once it is broken) is done because it is too difficult to maintain high enough service level to also do preventive maintenance (which is eventually purpose of the portal), requires complex operational management and no budget for this (1).
- Training (1) – Training everyone around the world to solve complex maintenance issues of connected systems would be a waste of time and money if we do not get any projects, training a few people in the Netherlands and send them across the world might be smarter
- Awareness (3) – if the sales specialists don't know about the portal, how can they sell it? They need to understand VP better to convince the customers. Need to raise awareness of the value of the portal. Could be done through pilots in specific markets. The fact that the sales specialists do not really understand much is a bit of an issue (or more like a challenge).
- Communication (1) – sales force in U.S. not been given the green light to engage so opportunities are slow (for portal)
- Responsibilities (1) – there is supposed to be someone responsible for keeping the portal up to date within the service team but it's unclear
- Non-fulfilled promises (1) – the fact that on paper it says it can do something (brochures), but in reality it cannot do it yet, also for the customer portal it is being proposed but not fully functional yet... this causes problems for sales.
- Differentiation (1) – energy and sustainability are almost a given now so it is not a differentiator anymore, if the energy savings could be automatically shown in the portal that would be a way to look for 'value beyond illumination' in the sense that it can drive additional benefits.
- Reputation (2) – Philips known in market for innovation and technical capabilities; therefore, expectations are high, and we need to be the front runners in the market to protect our market share. Customer trust on our expertise and to come with a professional portal.

#### Quotes

- "Big data is the future for services." (1)
- "Philips Lighting is a very reputable brand in the industry, so we trust they have the expertise."
- "We did not introduce it to the customer yet, because I am not convinced of the professionalism of the portal yet." – Representative for Premium Electronics Company (the only customer that we thought was actually using it). They are using their own ticketing system (they make it and Philips receives notification).
- "We can consider the service portal to perform well once it generates profit, which can be done by taking up service issues."
- "Let's first create a basic portal in which we can maintain the as-built data, and once we can pull that off that means we are headed in the right direction."
- "It is crucial that site engineers are also able to upload information themselves."
- "The marketing of today is to differentiate yourself with technical data."
- "The Portal is something that the customers do not know and did not know they wanted, but when they see it they will realize that this is exactly what they were looking for!"
- "For a multi-site company, it makes sense to spread around multiple sorts of information."
- "Marketing stuff is not going to help us in a defined sales pitch."
- "Only once the general system (technology) is in place, then they can start integrating and show something in the portal."
- We, as service sales specialists, are not aware of a customer portal. We have to raise awareness of the value!"
- "If we expect the customer to really use the portal we need to provide the order information."
- "To have real impact on new launches we need to select the right and specific contacts we want to listen to that information and dedicate time to have their feedback."
- "It should not be used as a marketing tool, because if the customer gets offers thrown at itself like adds on Facebook, it will get repulsive."
- "Customers are very much looking at the physical and digital link nowadays, so it is important for us too."
- "I have been offering and selling the customer portal to some of our key accounts, with a positive feedback as it addresses the main customer need of having documentation updated and available at all times."
- "I believe that the customer portal is an important enabler and will be offered as part of a service package to maximize the benefit and value delivered to our customers."

### Preferred Communication Channel

- F2F with Sales Person/Account-Manager (8) – monthly meeting, sales guys could use word-of-mouth from social media and approach customers F2F, the stronger the sales force the less need for social media. Putting information online (on portal) could cause the customer to lose out on valuable information. Lighting market still rather conservative so interpersonal still preferred, but changing to more online and digital with new generation people coming in.
- Events (2) – Session/workshop to explain new service, be careful with multiple customers at once (if standard in contract it's just an information session for everyone), conferences, trade shows. Associations (e.g. international facility manager association). In Europe it is a shame to rank low on the carbon disclosure project tables, so if the portal could integrate circular economy that would be a plus!
- Social Media (4) – just use to publicize new innovations (but doubt impact... as we do not really read or go through social media), lot of communication takes place on LinkedIn and Youtube so would be good to launch there using a graphic informative film. Might help to create general awareness. One of the sales specialists has been pushing this idea as he and his team of 6 sales professionals have thousands of contacts on LinkedIn, so if content is created to share on LinkedIn that would be quite effective.
- Email (1)

### Conclusions

- Having data analytics allows for customers with outsourced operations (facility management) to better negotiate their terms as they get more insight into their lighting system.
- Both the Premium Electronics and Airline company whom were believed to be the only two users of the portal, have not used them yet.
- Nordics market had to pay 3,000 euros to get the portal up and running.
- Management doesn't understand why the sales specialists do not pick up the offer of the portal, is due to the fact that they do not understand the value proposition well enough (in line with McKinsey study)!

## 7.15 Appendix O: Transcript of Interviews

### 7.15.1 Portal Perceptions

#### Highlights Interview Portal Perceptions – Respondent 1

##### Background Story

We (as the C-ROC) had the initial demand to be able to communicate with customers on a somewhat anonymous level. This to tackle the issue of shifting points of contacts and documentation getting lost. For this reason, we went to the Philips MyLighting team, hoping to be integrated in their roadmap. We would have to follow the process laid out for MyLighting, but in initial talks, it became clear that they **did not have enough time and resources**, to put effort in the idea of us joining their plans. This is the feedback that I've got. When, I heard about the **MyServices Portal**, we decided to go along with that, even though, we knew that would be a **temporary solution**. The team "Services", **spent already a long time working on it**, before we even joined. The "Services" team, were making agreements with key customers etc. for the MyServices portal. However, **the functionality of the portal is open for improvements**, which indicated, that the **contract between Philips and the supplier was just poorly made**. Within the existing functionality, company A could see the information of company B. The cost model was set to Philips, paying the supplier 2k per company/Market and 3k per language. The concept was SME-oriented. As soon as they wanted to add big international companies, they noticed that the implementation costs would quickly rise to 300-400k (which is obviously too much money). Finally, pressure was exercised to get it done the way we originally wanted it to be done.

##### Perception Value

This portal **has value for now. However, in the end stage you can expect having a database behind it**. This database would **show information automatically in the services portal**. Think of **your status; your tickets; your planned maintenance**; etc.. In this way we would be able to show full transparency. Of key importance for customer satisfaction. Either this should be **added to the roadmap of MyLighting** (because what they are doing now is just sales... transactions) **or it must be integrated in the customer portal**.

Currently we are using **MoogSoft** in the C-ROC – which is the software that correlates alerts of systems. For example, systems that are flickering, saying, "I am defect". Automatically the Moogsoft system creates from all these alerts, a ticket for repair, in C4CS. At first the C-ROC, will have the possibility to reset the system or execute an upgrade of the software. If this is not solving the issue, the C-ROC uses the tickets for defining/planning the service activity to solve it on the spot by a Field Engineer. **We have to make all of these alerts that happen behind the scenes visible in the portal**. An example of this is the Post NL tracking (you can see exactly where your package is, etc.). You have to **show how the defect has been/ or will be solved**.

##### Future Perspective

I expect Philips Lighting to become a web-shop for products in B2B and B2C. That you can order, services online on a website, in a manner of speaking. So, a **click model** for the complete Philips Lighting business.

In the future, we could have **one system (one reality) from which we draw all information** (big data). We, as Philips Lighting, have to invest more in this kind of innovation. For now, we need to come by with what we have because the **MyServices solution is cheap**. So, **if the customer sees value in it, we can continue for it, for a longer while**. At the moment there is still a difference between the errors popping up in the systems we have. Some errors say, "I am defect", while the other says, "I will be defect". As this can cause problems, **standardization** would be nice so that everyone knows where they stand.

#### Highlights Interview Portal Perceptions – Respondent 2

##### Perception Value Portal

The story towards a customer is great. VoC says it they had difficulty accessing the information they needed, the portal offers them a place **(single point of entry) where all this information is gathered** (documents and contacts). So, this **absolutely has value, and absolutely must be continued**. Without the portal we would just keep frittering around wasting time and opportunities. Let's say it is the cherry on the pie, but one we couldn't do without. The moment the team shows the portal, **services suddenly become very tangible** for the customers.

In terms of functionality from a few years back, I wouldn't be happy with it if I were the customer. There is **still a lot to be integrated with C4CS** etc. Actually, it wouldn't even be a bad idea to **use C4CS as the portal instead**!

When it comes to marketing, I **do not believe in the value of conducting campaigns through the portal** since we are services. What we could do is create a sort of **news section**. E.g. we could provide all the premium electronics customer subsidiaries with news saying something like 'We illuminated another \* store!'.

In the future, it would be nice if customers were to be able to monitor the **status of their tickets**, which **bills still have to be paid**, and **integrate service tag**. MyLighting would be the best solution, because of the enormous database behind it. The **first step is to get the ticketing to work**, then the portal will really become good!

#### Other ideas

In 2 years-time, the **way in which we as Philips Lighting want to use the portal has evolved**. The first thoughts were to have the portal configured per country, but nowadays we know that international companies have more interest in this service; hence, the configuration should fit in with the transnational nature of our customers' needs. **The supplier is not easy to work with** in this respect.

You could integrate in your thesis that the **model** of the customer portal started out as having **one portal administrator**, but when the international companies had interest there would be **one portal manager per company and data organized per country**, and that now **C-ROC** has come into play it has become completely different.

### Highlights Interview Portal Perceptions – Respondent 3

#### Perception Value Portal

Good way to let's say handshake and establish Philips mindset in head of the customer (**form a tighter relationship with customer**). The gain that I really like is the **link with the community**, and as customer it's great that I do not have to worry anymore about having the **latest updated document** or not.

For the future, I can see the portal to be a good **exchange platform** (kind of social platform like what's app).

#### Other ideas

There is **no information about the customer portal today**, there is no customer portal community. So, if we look at the professional services community it cannot be found. There is a **need to increase awareness within Philips** (at least within service team and key markets).

There should be a **clear value proposition, integrated with the three pillars** (professional, lifecycle, and managed services) - should be in service framework. **Add portal for professional services**, because audits also involve lots of documentation, so it might come in handy there as well.

**Best practice sessions** on this topic are lacking - which are webinars - (the case of the premium electronics customer would be a good example to give appetite and a real case), as well as a **case studies** (related to customer satisfaction).

The **P-o-C's have the responsibility together with the project owner to communicate the new service** (in this case the portal) **to their respective markets, as well as to manage the launch there**.

**Whenever a new version of the service contract comes out, the service manager and/or project manager in charge should forward this to the ROC so they can update the documents ensuring the customers receive the latest updated version – this must be communicated**. Also, it **should be communicated to the markets** whenever there is a new version available, **and piloted to some key customers in markets** (then the P-o-C's etc. could use it for upselling).

### Highlights Interview Portal Perceptions – Respondent 4

#### Value Current Customer Portal

The original portal (initially before Kyra started the assignment) was **limited in functionality and expensive to roll out in a massive scale**. Since the input of Kyra and the great role she took in the negotiations and alignment in needed functionality for all internal and external stakeholders, we have now a **basic platform that can be used for a massive roll-out & is even designed as standard for all remote service contracts**.

#### Potential Value

One of the most important elements in services is the ability to articulate the value of the services delivered to our customers. In case of remote services, this is even a bigger challenge. The customer portal is now designed as a standard communication platform for all remote service agreements we have and will have in the future. **The ambition is to remotely manage over a million light points in the near future**, all supported by the CP.

On top of this, **electronic documentation** or paperless documentation, **always updated and available for multiple stakeholders is also a huge value as we need to audit facilities for 50-70% of the cases because of missing documentation**.

#### Future

It **should become a marketing tool** over time.

### Highlights Interview Portal Perceptions – Respondent 5

#### Differentiation

Big question why we aren't signing customers on it, as it could be very differentiating for a services business. We could be the **hosting party for business digitalization for assets**.

#### Portal Functionality

Example: Took my phone to the Apple shop in China because it had to be repaired. They looked up my serial number and found that I am on the warranty list. They then told me that I could log in to a portal to see the status of my phone's repair (= customer resolution). Seeing this on the portal is called '**customer intervention**'. If we don't do it, we stay behind. In the case of Philips Lighting Services, there are **multiple interventions** (e.g. when a technician comes on site to solve an issue) which **customers expect to be visible**. Added to this is **customer remote analysis**, so reporting on data. Lastly, **standard**



**self-help** should be included (FAQ, guide, etc), and all ROC data enabled services/activities should be in the portal. Business wise the **refurbishing doesn't make sense**, cause why would you bother dismantling the luminaire while a technician can come on site.

#### Future Perspective

**Sales needs to pick it up**, otherwise we will not do anything at all and we won't move an inch at all. Everywhere you go online you create an account, that is **the expectation of today**.

### 7.15.1 Platform Experts

#### Highlights Interview Platform Experts – Respondent 1

##### Corporate governance around portals in Lighting (incl. rules, processes, ownership\*)

As for ownership, I take up the monitoring role as a kind of 'global portal manager', but would never be able to manage all the operational activities as well – hence, **each department should appoint operational portal managers** on their own. So, in this case, the ROC employees were appointed to take the operational portal manager role upon themselves.

##### Philips IT strategy around portals

There is a digital marketing team in charge of all digital touch points, aiming to take a helicopter view on how to help customers online. As the **dot.com was not working as expected** and **people were asking for one place where they could find relevant information they could download**, the team took the **initiative to start a portal**. The first teams to do so were the **OEM and DACH teams**, which have **now the two most advanced portals**. The OEM portal, named My Technology Portal, has already been launched in multiple countries over the world, such as U.S., EMEA, and China. It even **won the European Digital Communication Award for best Content Platform** very recently.

In general, we **do not prefer working with a third party**, like the general portal supplier, as **there are some barriers for third party to support all kinds of digital initiatives if it is related to confidential sensitive data (privacy and security matters)**, but **partnership with other technical companies to serve our customers better digitally is always worshipped** by Philips Lighting.

##### MyLighting role in strategy: Vision/strategy, target audience, position in supply chain

MyLighting is a concept of an environment: Imagine consumers coming to the Philips Lighting website, and there is **one gateway that connects all systems** (OEM, DACH, C4CS, MyServices, etc.) – which is called a **Single Sign On** (identity management) system. When a user will visit the dot.com page it will detect for which purpose the customer is there and take it to the respective system. They are now building the MyLighting Portal, which is piloting in the U.S. If a visitor needs more specific help than the MyLighting Portal can provide, it will **connect the individual to the respective system**. The difference between this **portal** and the others is that the ones **from our portal supplier** use a technology called Magnolia, and it's **mainly for marketing purposes**. **MyLighting goes beyond marketing, as it uses a different technology from SAP (Hybrid Platform and Hanacloud) and integrates transactions**. As said before, **we want to manage the risks and take more control to the data and service to our customers and the MyLighting portal will give us the possibility to control this ourselves**. This portal **will not replace the other platforms** for now, **but rather exist alongside each other**. The MyLighting Portal **will only replace the other portals once the functionality can be improved optimally, if not they will not be replaced**.

##### Functionalities and person in charge for this

I am in charge for it. As for the functionalities, I cannot tell you much about this either yet. It's part of the roadmap and it's still undergoing lots of changes. At this moment; however, the idea is to include price information, order management (order details, and tracking), and order entry. The difference with C4CS here is that C4CS is more aftersales support, rather than facilitating actual transactions.

##### Role of services in MyLighting portal

It can just exist alongside each other. So, your department **can just go through with the MyServices portal**.

##### Financials: funding model, costs & gains, sponsor

It's a very costly project for which the information is rather confidential. What I can say for now is that we will still focus on **wrapping up the needs of the U.S. market next year**, and that we are **planning to roll it out to the other markets the year after**.

##### Reason choice of portal supplier

Our portal supplier is a **long-term partner with digital marketing**. A trust partnership was built between them and Philips Lighting, and they are **very flexible**. So, it comes as an obvious choice for us to choose them.

##### Reason choice of MyLighting instead of portal from portal supplier

It is **completely done by the IT department within Philips**, and they get paid for it.

#### Supplier & criteria used for choice MyLighting

**SAP is already Philips Lighting's ERP system, which contains lots of customer information.** So, it was an obvious choice here too.

#### Other portals within Lighting

All portals have different target audiences, for example clients, installers, technical specifiers. The market comes to me with the target group they want to build the portal for. **I will then look into any overlap in the portals.** Of course, there always is a bit of overlap. The first thing I ask is who the customer is and whether they have a good reason for having the portal.

**The MyServices, OEM (China, U.S. Europe), and VAP (Value Added Partner) portals are global.**

#### Reason why Lighting has so many portals

For Services let's say, your customers are not wholesalers (DACH), you talk to another target audience for services.

#### Customer feedback on portals

The customers' goals are quite straightforward: the **main functionalities they come for are the download centre, and contact & support.** But yes, we can consider additional functionalities they might want.

#### Tips & Feedback Kyra Ideas

You can look in the information I will send you if you can find some extra information you need. Also, if you come up with ideas on how to improve, let me know and we can discuss it together.

As for the portal itself, **focus on marketing and do not include any transactional functionalities due to the third party involved. Integrating social media, blogs/vlogs, etcetera is definitely possible. Making the portal externally accessible is also possible, but you have to think about whether to have a log-in or not.** Using log-in has the **advantage that we can get information from the users, but the disadvantage is that people might feel repelled by it as it takes too much effort to enter it.** They are **already working on a Freemium model for the dot.com with the marketing team** (consider the fact that the documents are relevant for one company only and not for outsiders). **Upcoming events etc can be made publicly accessible for everyone.**

### **Highlights Interview Platform Experts – Respondent 2**

#### Purpose of a Customer Portal

A lot of portals have the tendency to become another sales chance, which does not apply to the OEM Portal (also known as the My Technology Portal) since it does not really facilitate sales yet. The focus of My Technology Portal is to **provide a closed-loop customer journey and convert to sales in the end.** Moreover, to be a company it is **easy to do business with** and to **innovate on service level as differentiator.** The objective might be different depending on the portal.

#### Differentiation

Especially in the B2B sector you need to **differentiate yourself** as a company, which **needs to be done by making things easy for the customer.** In B2C it's already been made easy and we want to have that the same way for B2B. **A portal would also make it possible to get new insights for the company along the journey.**

#### My Technology Portal's purpose, target audience, position in supply chain

The purpose of the My Technology Portal is to **simplify the way you do business** with customers and to divert this to sales, so **in the end it is still a marketing tool.** The initial desire to start the portal came from **the pain** of the customers that there was **too much information that they didn't know where to find.** In this case, our **customers are competitors of Philips lighting, who buy Philips produced components for their own production.** As for the position in the supply chain, you could say that the OEM portal **touches upon all steps in the supply chain**, even R&D. There are different tools in the portal, for instance the **Easy Design-In tool** which enables the customer to **find the right combination of components within a minute**, which **used to take much longer and an extended conversation with the responsible Key Account Manager.** In addition, there is a **web shop where you can order samples** of the selected components for design-in, as well as the possibility to view your order information – in all these steps various people throughout the supply chain come into play.

#### Investment OEM My Technology Portal vs. Investment MyServices Portal

The software supplier (same as MyServices Portal) was chosen for the portal development as it is a **trusted partner within Philips that they have contracts with.** Even if you were to start comparing prices with other companies (benchmarking), the **price from another agency would probably be the same or slightly less due to less expertise** (Our supplier was selected as best digital agency of the Netherlands 2017). For OEM the **investment was relatively high** as they had to build in magnolia themselves – **approx. 100,000 - 200,000 euros in total.** The **app costed another 50,000 - 60,000 euros.** Still, **it's really case-specific how much the portal will cost.** You can't really compare the investment that was needed for the **My Technology Portal with the investment needed for the MyServices Portal since the My Technology Portal was launched in 2014.** With the default portal being developed for lighting, **starting a new portal is considered to cost about 50,000 euros.**



What is also interesting to know is that we as Philips take ownership of the portal and not the supplier as they are just the service provider doing the programming. The platform used is Magnolia, we buy the software license via the supplier while they do the programming. One reason for this is leverage – having multiple portals running via one joint license allows to split the cost over several departments, which makes the fixed costs for the portals relatively low. As they have no ownership over the property (content and modifications/ customizations applied) we could basically just go to another supplier with the same portal within a short period of time.

In my opinion, it is simply too late to reconsider the costs that already have been invested. The product that has been delivered for the set price was what was agreed upon. If the responsible party within Philips is unable to roll-out the portal sufficiently or does not make proper use of the platform that was provided to them, then this is not the responsibility of the supplier. Moreover, the supplier is considered a strategic partner of lighting and therefore, making use of the leverage and benefitting of the cost split for licensing etc and furthermore, benefit from functionality development from other portals such as My Technology Portal can be a benefit that will be missed out on when working with another portal system for instance.

A portal needs to be a dynamic and interactive platform that provides the user more than one reason to take action and log-in and moreover, maintain their account. If there is simply not enough reason for users to come back than the responsible party failed to meet the need of the user or has not defined the need or proposition at the start of the project sufficiently.

#### Webshop in conflict with MyLighting?

It is not. The users of the My Technology Portal can only buy samples. Also, it does not make sense to let B2B customers order products worth thousands of euros via a web-shop. Asking for a quotation, on the other hand, would be possible. MyLighting will be interesting if ordering is approached but for OEM there are many different dependencies that need to be considered before taking this step. However, ordering and sampling are two completely different processes in the journey. It starts with a sample and it closes with an order – in-between there are many other steps. Nonetheless, the SQAP connection of MyLighting could be highly beneficial for order tracking and increasing transparency towards the customer. Furthermore, online ordering is on the roadmap but as mentioned is more complex than B2C ordering for instance and therefore, requires more research to be done.

#### Marketing communication markets & end-consumers

OEM has a 'country coordinator system' in place. It is a little more complicated for OEM as it does not really have marketers per market as it is a common practice within other business groups of Philips. There are people held accountable within markets. One example of what they do is localising content, for example the one responsible in France filters and translates content to meet French standards.

As for communicating (raising awareness) during the initial launch of the OEM Portal, it was quite a challenge due to the need of having to change behaviours. I went to the markets and spoke to the customers in person to first define their service needs and then to tell them 'Hey, we have this to offer'. You must go to markets to discuss how to best roll it out there. You want to talk to the CEO, technical guys, etc. to see how the market works and how it communicates with the customer and first and foremost, to define who will and should be the portal user within the client company from the customer perspective. All markets may want to introduce the portal, but there might not be sufficient financial or human resources to make it manageable, so I have a list of requirements for the markets that they must conform to in order to qualify for the use of the portal.

To raise internal awareness, they had to print graphs and place them on employees' desks.

#### Customer Needs & Feedback

The roll-out really is particularly crucial due to the need to raise awareness. If the managers do not know about the portal, then the customer will not know about it either. The OEM team does so through innovation roadshows. If they bring innovation to the customer first (notification) then the manager has to accept the product. So, the OEM team travels to the markets to present their innovations to customers and get feedback from them in return.

I think that overlap, e.g. for campaigns, should be discussed with other departments to ensure alignment.

#### Future Perspective (integration MyLighting)

In general Philips Lighting strategy, the first step thought to be was MyLighting, but I think it's a bit too ambitious. There should be steps in between, especially since there was not sufficient budget for the project. Furthermore, MyLighting focuses too much on the transactional part and the marketing part comes too short. An idea would be to have at least one portal per BG, and it would be better if all data from all portals comes from the same database.

#### Feedback MyServices Portal (demo)

The portal is based on assumptions, so it is suggested to redo the homework of why we need the portal. They ended up where they ended up because they didn't do enough research into customer needs.

A question to the customer could be 'From the beginning to the end process of buying, what are the things that you feel are missing?'. Still it is a little difficult for services, because customers would be disappointed if they ended up closing the portal. Services could then just do research on basic customer needs.

Also, just placing external links in the portal is quite expensive bookmarking. It is useless because they can also find it outside of the portal. It is needed to define what they need and for what of those needs they would be willing to log-in and maintain an account. Furthermore, what are the incentives that make them come back to the Portal? What have other portals done in Lighting that works and that we could learn from or even adopt functionalities that have been developed?

### Highlights Interview Platform Experts – Respondent 3

#### Purpose of a customer portal

Generally speaking, it is about **personalization**. When talking about a portal in specific, we talk about **an identity**. You can provide information based on profiles or companies. It has been proven that **when you have a more intimate relationship with your customer, they are more satisfied with the business**. Everything you pay attention to grows, and this absolutely does not happen by itself. The portal provides you with a **basis through which you can conduct personal dialogues**. **This will eventually lead to more value being generated**.

#### Your perspective how it can differentiate a business (competitive advantage)

**Once you indicate to your customers that you want to be more engaged with them, this will be rewarded. The moment you can unburden the customer better than the competition does, this customer is more likely to work with you.** Your customer will be out of the door within 5 minutes rather than 15 minutes with the competitors, so to speak - **although in Philip's case it is probably the other way around. Improvement in ease of doing business creates value.**

#### Unique Selling Point?

A strong market focus, especially within the **B2B market**. TRIMM has quite some **expertise in digital solutions for the High Tech, Telecom, and Industrial industries**. We are **experts in complexity and simplification – experts in the field of 'digital craftsmanship'**. Our main business is with companies producing a minimum of 10 million euros, mainly in Europe and some exceptions in the U.S.

#### Innovation to Differentiate

We spot trends and communicate these to our teams (structurally organized). The teams themselves are also free to search for trends and to do something with those, basically providing them with space for creativity. E.g. together with a customer we created a tv-receiver for which you can manage everything remotely such as light and tv. It's even possible to integrate voice recognition that will switch your tv to Netflix once you say, 'I want to see Netflix'. The corresponding portal for this came first, and allowed people to configure and monitor their devices.

#### Amount & differences TRIMM portals in Philips Lighting (purpose, target audience, position in supply chain)

Each portal may have its own purpose. **Target audiences include wholesalers, partners, installers (can also be partner), light architects, and niche markets such as entertainment and horticulture.** A lot of money was invested in MyLighting (more than 2 million euros) **as this seemed to be their 'holy grail', but it looks like a formal statement will come out soon saying that it will not continue.** It is also not known yet if the Single Sign On will actually be realized. Currently there is a Single Touch Point within the OEM portal linking it to SAP, although this is not real-time yet. **My vision is that we will be talking about a personalized platform rather than MyLighting, and that all portals will linked together.**

Potentially a connection could be made between C4CS and the MyServices Portal. **The size of investment needed for this depends on whether our company already has the connector.** If it is the same as the one for OEM, then connecting the two systems will be a piece of cake. If not, then the question is what more there is to connect from within the C4CS system that we do not know about yet. This is then **merely a budget discussion for Services**. In my opinion, **you should not capitalize on things you already have, but rather invest in your future.** The OEM portal manager has saved 186,000 euros because of the portal due to all necessities being centralized in the portal instead of using different applications for each activity.

#### Experience globally rolled-out portals

From the perspective of Philips Lighting, it is **quite easy to deal with the markets once you have a global mandate and the necessary support**. If you say, 'this isn't allowed' you'll have a hard time achieving what you want to achieve. **Some of the portals currently in use are globally funded, while others are financed by the market itself.** If markets choose to do the configuration themselves it's possible, but it may be a barrier for the implementation for them. This configuration can be done faster and with more ease if done by TRIMM.

#### Internally and externally accessible portals

DACH portal is an example of an externally accessible portal. It includes a **whitelisting option – meaning that once someone wants to register and fills in the company number he or she works for, this new user will be able to see all company-specific information**. Making the portal open to non-users is a **standard configuration**, but has to be done by TRIMM.

#### Suggestions for improvement within Services portal

It would be nice if it could be used as a business model, saying that if a customer buys Philips Lighting's product the portal would be included for free. E.g. Victron already does this and ask their customers the question 'Hey, if we give you access to a portal through which you can configure everything, would that be of any value to you?' and if the customer says 'yes' you could tell them 'well we'll give it to you for free then'. If you could do this, you will start creating value in addition to just saving costs.

In all scenarios, make sure to think from a customer's perspective. E.g. when OEM said 'we want an app for the My Technology Portal', others said 'but why?' the correct answer would be 'because we will then be able to send customers notifications!'

## Highlights Interview Platform Experts – C4CS

### Purpose & Target Audience C4CS

C4CS is an operational delivery tool, so a tool in itself to deliver services. It's mainly used for when a light is broken or something (to make maintenance/operations proceed more smoothly).

We can differentiate three groups as our target audiences. Our key audience is the customer satisfaction department, which is responsible for service delivery and warranty delivery in the markets. The secondary group consists of account management, organization management, quality managers, factories, and order desks. The latter one will gather info for stock planning etc. The third user group is external, meaning the external engineers (both those who work for Philips and those who work on payroll), as well as call taking agents. The third group has access with a very limited account.

### Relationship with supplier (SAP)

There are two suppliers, one is SAP (hosting software supplier – infrastructure and cloud environment), and the second is Aquarel (software development supplier - creating and configuring). The development of the software is gradually moving to IT (internal Philips team).

### Functionalities

You can look at it from the front-end and the back-end perspective.

**Front end:** Triggers all logistics to deliver services – creating tickets in case of issues (often communicated to Philips through calls, but also possible through webforms), track (which products are on sight, status of maintenance, etc.) and resolve these, and managing the planning. The system is accessible from a hand-held device for technicians who work on site (an app from hybrid SAP for which Philips gives authorization to users so they can log in and use it), and there is a list of products available on the site.

**Back-end:** Link all the data from the front-end to the general SAP system to enable creation of financials there. When service contract and financials are added into SAP these can automatically be copied in C4CS.

So basically, the process for replacement of a broken luminaire is as follows: the customer calls, their issue will be registered in the system (if contract, it's free – if no contract, it will be charged), the customer then needs to accept the order (if no contract), after which the customer satisfaction manager will book time in the planning of the technician, who will then go on-site to replace the luminaire, puts the required data in the system via his hand-held device. This information can then all be used to send to the SAP system, from which financials can be created and eventually be copied into C4CS.

### Integration MyServices Portal with C4CS

It's a budget discussion really. There could be three solutions to this problem.

- **Data-Lake** – this is a database that would connect all information from all systems throughout Philips. This option would be the best solution but also the most expensive one (multimillion project). It will also be the most difficult solution due to the need to establish complete configuration between all portals and the database. This requires a lot of work and good/transparent communication between the various stakeholders (portal managers, department management, etc.). There will be lots of discussions on who will write the program etc.
- **Hide another database in the website** (portal) itself – this option would mean that in the portal the user will be redirected to another website/system without noticing. This is technically seen not that as much work to build; however, but we will have to create a new user-management system is because the users have to be recognized in both databases (lot of security programming work).
- **Direct link to another website** – here you are literally placing a direct link in the portal that will send the customer to another website/system in an obvious way. This solution goes hand in hand with an increase in rights, security, and license costs due to the double number of users you have to take care of in both systems.

So, to conclude, the database would be the best option in the long-run in terms of costs but also the most expensive and most difficult solution. A link between the MyServices Portal and C4CS would therefore be the easiest option, but this would require us to start a project to get this done. Also, the disadvantage of using TRIMM, is that we cannot link the Portal directly to the SAP customer database like C4CS can.

### Difference MyLighting and C4CS

C4CS is only for operational delivery, not full details for the customers – which can be held in MyServices (e.g. detailed information form service tag). The ticket menu is typical information to be linked to the MyServices Portal, as well as what is covered in the contract (updated versions), and IBASE. Also, there are some people who contact the customer call-centre

to get flyers or to fix the television because they do not know that the Call Center is for services. Perhaps these **flyers** could be included in the portal.

### 7.15.1 *Process Experts*

#### Highlights Interview Process Managers – M2O Process

##### Background Information

Services is a big initiative within Philips US/Canada that is actively being rolled out for all market segments, with emphasize on the managed services framework. I know about the existing framework of the portal, and I know that the lifecycle services manager has been actively standing up to drive it. **Customers are interested in it, but it hasn't been actively rolled out yet.**

##### General M2O Process

It starts with the customer. We sit down with customers explain what the value propositions are, and what are the underlying service elements that overarches this proposition. Scope development value of **joint discovery** (customer may not completely understand values yet) and together with the customer gather information to ultimately gain the proper solution for them and meet the expectations execution. Really, **it's all about the customers.**

Solution selling is in Philips referred to **customer-focussed selling**. This process takes a lot longer than just selling a product. Ultimately the **goal is once you have this customer, you have a customer for life**. So, the process **might take longer but in the end, it's a more lucrative process where the customer sees the value better.**

So: **Service managers will take the contract up to contract execution, customer satisfaction takes over once there is a bonding contract and execution phase is started, and from there they maintain the customer.** Tool they are going to use is **C4CS** (internal use).

##### People Responsible

A **service manager is assigned to a customer**, supporting the customer day-in day-out. Other supporting, is **C-ROC**, also field **service engineers** who go out to check on the systems (e.g. health checks, and troubleshooting)

Implementation gaps and how to fill

1. Absolute #1 is **communication!**
2. **Make sure that we all understand what the customer is expecting!** For example, we need to know whether there is a particular lay-out format, that the customer would like to follow. E.g. our **premium electronics customer** has multi-site location in each country... so they could be a **great example to know how they would want the portal organized**. **"Who gets to see what?" is ultimately the call of the customer** (e.g. if China gets to see U.S. information. Not needed to hide but not relevant to see either.
3. **All comes down to proper execution**, proper implementation. **If challenges happen we need to revert back to proper (normal) communication for the meanwhile.** Appointing the right people to be responsible... **service contract manager would be ultimate means of communication** cause at top of the pyramid.

##### Other Ideas

Making sure that we have the **capability to tailor the portal under the structure that the customer wants**. Associates is the features that **allow the customer to do quick searches and look-ups**. One day not only reports but also **reports digitized**. e.g. the customer can **look up** a trend and see the **history of multiple locations to identify a trend** (like Google does).

### 7.15.1 *Customer Satisfaction Managers*

#### Highlights Interview Customer Satisfaction Managers – Respondent 1

##### Value Customer Portal

This can vary a lot for the customer. Yes, it has value, we see a lot of uses for it. Especially the added value to the customer is important, but it **should be manageable from a sales trajectory point of view** as well. Once it is to be introduced, it's very important that we should not have too much work with it. If they say that the account-manager should bear responsibility for it, that would be a big problem. If that were to be solved, I would be willing to start using it. **Currently**, however, it **only offers the installed base (document repository) and contacts** which **do not add that much value**.

##### Current Customer Pains

In the contract with Philips, they want **flexibility**. Customers want something and expect us to be able to do it quickly (both things that are included in the contract and things that are not). **Transparency** in the things we do is of crucial importance to them, so that they know what they pay for. The nice thing is, you can add a lot in the portal, but **maintaining it is**

difficult. Preserving information is good in the sense that people do not lose their documents. Also, the language **MUST be in the local language!** This is really a prerequisite! You cannot get away with just using English. In France for example, they would not except a portal in English. The documents translated by the market must be forwarded to the ROC. This is where the added value of the ROC comes in. **If the ROC does not know what they upload, because it is in another language, that is not a good sign.**

#### Reason Not Adopting Portal

I haven't actively picked it up yet as I haven't had much time. Also, the number of contracts it would add value to was very limited. For a small contract of €2 k per year, you're not going to add a portal, as the portal carries about certain costs. It should have added value both for the customer and Philips (it won't bring us anything). On the other side, it **could have value for us while upselling** (as it will increase value). I know that a while back it was a **hell of a job to upload the installed base** for the MyServices Portal, so if we were to do this it should have very clear added value. **Up till now, the value proposition** that I hear from Services has been **very vague**. For this reason, I have held off the idea of implementing the portal a bit all this time.

#### Functionalities

**Logging tickets, and reporting** (system reports, managed service deals, performance optimization) **would really have added value!** You could do a **quarterly reporting** on uptime, light performance, etc. Being able to **follow the status of your ticket** has added commercial value. **If the customers were to be able to easily indicate towards Philips that they are expanding** (via the Portal) **then they could influence that**. Here I would see added value for small contracts. Giving the customers the **possibility to stay in contact with Philips** would be **good for upselling** etc. Also, **yearly Health Check** reports would be a good idea to record that in the portal. That when you **send the customer a link** like 'Hey, your new Health Check is online!'. A list of spare parts would be interesting because the customer is responsible for the **spare parts** in many cases. In case something goes wrong and spare parts go missing or so the question arises 'yes but... what did we have in our inventory?'. On the other hand, it is hard to keep track of the numbers because we as Philips do not know when the customer has replaced something (**lot of effort to manage and maintain** this).

#### Personalisation

Up till some degree it's needed. If the portal is personalized, then the **customer feels more understood**. For the **small contracts**, you could **use a standard template** but for **bigger accounts** you could make it **more personalized**, e.g. the empire state building you could use a picture of the empire state building.

#### Customer Portal as Marketing Tool (External Accessibility)

If you say 'Hey, create an account' then we will have a lead, but the question is what kind of content you would add there for it. There would **not be much difference between the regular website in terms of information**, so you would really have to differentiate in that. It all starts with the objective... what do you want to achieve with it.

#### Innovation

Data is a very important one. **Automatic gathering and making available of data**. You also have to be able to **draw conclusions** from it. **Some customers want to receive information (reporting, etc.), while other customers just want to receive data**. One of the big customers within the Benelux, for example, says 'we just want to make the reports ourselves' because they say they have way more experience with it that we do (while we prefer to sell our data and reporting). E.g. we could show the customer on the portal 'Your energy consumption was \*this\* much during \*this\* period'.

**Circular economy is also absolutely hot! The faster we engage and integrate this, the faster we gain the advantage over our competitors**. If a non-circular **product certainly becomes circular**, then we can **post on the portal** 'look what we developed!' or if we were to get a certificate for that it would be **great marketing**. We could really leave a mark like this. A portal would certainly help in achieving this.

A portal to gain access to your own light consumption is very interesting of course. It depends to what degree you want to integrate IoT, and what you want to post online from it. A little bit of a far-fetched example, would be to make it possible to **let the customer monitor all data coming from its connected systems, and potentially even to let them manage it from there**. But to be realistic, allowing them to **monitor the errors** happening in the system would be most important in the end.

#### Go-to-Market Process Applicable for Portal

There is an **MIP (market introduction) process**, that will be executed by the MIP team. So, a plan will come from Services describing how we are going to position our value proposition in the market. Part of this process and responsibility of the team is the go-to-market plan (how we are going to approach 4Ps). The market will receive what the global team has come up with, which they will then localise (e.g. translate, change design to local design). In the markets there is always someone who will be **appointed to take the lead** over that - which **would be the service manager**.

#### Preferred Communication Channel Customers

Preferably via the go-to-person, the **account-manager**, is sufficient to communicate. **Bigger accounts often ask the question to be kept up-to-date on new offers** etc. (here to portal would also come in handy).



### Other Ideas

It would be a good idea to **pilot it with a few carefully selected customers and cooperate to improve it before the first real launch**. For the small customer contracts, it could also be interesting if entering the portal could be done with 'one push on a button' (**ease of use**). Another idea would be to do a **small customer satisfaction survey through C4CS**, and to **show their NPS scores** (Net Promoters Score) **on the portal**.

The **ROC** is still free now that it still needs to prove itself successful, but they **might start asking for more money** next year so to speak. Now, you must **make good agreements** on what we are going to pay to them for the activities related to the customer portal.

It would be a good idea to make a **business case** out of it, to see how fast the investment could be earned back (ROI).

## **Highlights Interview Customer Satisfaction Managers – Respondent 2**

### Number of Accounts Managed

What we (**customer resolution team**) do is **take care of certain activities for existing projects or maintenance**. (**account responsibility is with account manager**). About **15-20** service contracts (there are large numbers of obligated hidden contracts build into systems and products). 2 managed services, rest life cycle services.

### Value Customer Portal

**Not ambiguous description of what we could use for the customers currently**. Understanding portal, creating **defined interface**, allowing customers access to contracts between us and them, as well as to **results/analytics** from his installation/projects, common source with which we can communicate (**essential requirement from customers – documentation at fingertips**). **Download and contacts is good start**, already easier to access by customers than to start with. For the future it needs to grow together with type of services and systems we provide. Especially the connection with **Data from Service Tags for Asset management/ registration will become an interesting option**.

### Knowledge of MyServices Portal

**Almost none**, pretty scattered (kind of rumoured... non-validated info so **who's going to build, maintain, who will gather information**, etc.) **New data privacy rules as of May next year** (little bit trickier) = **EU regulation**. Put number of rules in stricter role, with fines and penalties for not following the rules. Companies can be fined up to 5% of their yearly turnover by not complying. How data is managed/personalized, how access is managed, etc. This should be taken into account.

### Current Customer Pains

To have solid **monitoring** about **warranty** (for them as difficult as for us solid understanding which products are under which warranty). In case they step into LCS agreement, is that they need to have actual data. **Difficult to find out who to contact when...** when to call call center/ROC/account manager... might take a lot of time. **Compared to other partners not well established yet in online access**. = how to arrange service support

Other pain, **systems get more complex**.

### Functionalities

**Clear description in download area** (which contracts available, which contacts, what services agreed on). Another is additional product information they would be grateful for, e.g. **follow requested spare part, updates for new replacing products** (this a pain that takes a lot of time on both sides).

Other, **in managed services** when there are certain **commitments on outcomes**, then the possibility of **monitoring the system and the actual fulfilment of the agreed outcomes** in the portal would be helpful. **Quarterly** or so **reporting** on this. If this is done, some **data analytics** available for the customers on the portal.

**As the level of services grows with the growth of systems, the level of expectations rises**.

### Personalization

Not sure if portal right channel to give news updates. **Great source to help system and client in operational field**. **Cautious to put** this kind of info (**news**) on the portal, as we **might target** the **wrong customers**. (operators that work with the system vs. decision makers that have bought it and whom we want to inform about news)

### Go-to-market Process Applicable for Portal

Expect it to be a very closed connection to service level roll out to service agreements. The customer portal should be a part of Lifecycle/ Managed Service product. Feeding such a portal should be able to be done by the **local organization +automated systems**. If this all is **achieved (documents and this organization behind this)** then it **should become a fine offer**.

It should be **paid for at first**, but **at a certain point of time** should be **standard** in the contract. **Benefit should be clear to the customer, then they will realize that it costs money for us too**. On the other side, we will also **save costs through transparency (more customers/for longer time = more money)**. Could be possible to have a basic version for free, and higher degree of professional portal would need to add money (**freemium model**).

### Preferred Communication Channels

**Multichannel.** When it comes to agree on service to be offered, need to **talk to account manager or service sales specialists (preferably)**.

#### Role of CS in customer portal

2 areas: to **make sure that the portal is filled with the right data**, the other one is to **continuously develop together with the customer the functionality of the portal** (role to validate functionality, how good it is satisfying the pain of the customer, new desires created by it and how to convert this in solutions, then discuss this with international team).

### Highlights Interview Customer Satisfaction Managers – Respondent 3

#### Amount of Accounts Managed

Only **5** for service contracts.

#### Value Customer Portal

As of **now it contains** the basics, but **only the basics**. There are very **little features and actions** within the portal, basically a document container as it looks now. Quite **tedious to get it up and running** (accessing website, purchase/orders, difficult to upload pdf's because of access rights ... whole **enabling process def has to improve!**).

Functionality: in day of apps and stuff, it is **very simple in layout and functionality**. Looks like a **basic webpage with some hyperlinks** in it. Looking forward, I would **expect some kind of system integration** that if the customer has some systems that he will be able to **see its data in the portal**. The portal should be the front page of our connected systems, e.g. if you have citytouch I expect to have the **standard dashboard that the customer could configure itself**, and having that be **extended to multiple devices**. Also expect that some kind of **reporting tool or data mining tool** and the data collected by the system that they could **manipulate that themselves/creating data analysis/high level kind of reporting tool**.

#### Current Customer Pains

Haven't had real comments on it yet from customers. For CS manager himself, getting the portal up and running has been really tedious (purchase order, access right, design had been up to them and we **expect** that in the future there will be some kind of **standard page that we could work in**).

#### Personalization

Customer portal is already personalized, there should be **very specific data and info** coming up (call it customer configuration if you want). Any **technical stuff that the customer might be able to do themselves**. **Strongly advice against making it a marketing tool** (promotional stuff) that won't apply.

#### Go-to-market Process Applicable for Portal

Actually, I don't see to the portal as a standalone offer, so I think it should be available/standard for everyone because the customer is already expecting something like it. Will be promoted alongside our service propositions, **if we get something a little bit more attracted/valuable than what we have now we could bomb up the offering**. From services p.o.v. it **should be the one point where the customer communicates with us and see the info from their systems**.

#### Optional vs. Standard in Contract

It should be an **option that you could discard** (the portal). I'm not all for that all-inclusive thinking. On the long run they don't appreciate it that they actually got it, and it's much easier for the sales guys that things are underpinned and to explain the values and what it costs. **One is that customers appreciate what it costs and what they paid for it**, and **second for sales guys it's easier to sell (cause it's clear what they're getting)**. It shouldn't be just included, it could be a **standard service building block**, but it should definitely be underpinned, and the **value should be very explicit**.

**Freemium** definitely an option, we should have **a set of standard reports with simple data mining**, but **whenever you want something more** the customer could have that, but they **have to pay more**. This **would also fit more into the packages we offer for lifecycle services** (premium, premium plus). **E.g. Essential portal is optional, for premium there is standard version, and for premium plus premium plus, for managed services unlimited edition**.

#### Preferred Communication Channels

Definitely think we should promote it **via the sales guys**, at least for now. When we talk about services we also talk about connected systems. But, **being digital of nature we could also showcase it on social media** (e.g. LinkedIn – **articles, whitepapers, showcasing** through e.g. a commercial video, on websites we could promote it, our own digital communication NPS).

### Highlights Interview Customer Satisfaction Managers – Respondent 4

#### Number of Accounts Managed

Currently 4,000 contracts, 1,000 customers, and about 500 key accounts. End-users about **100 accounts**.

#### Value Customer Portal

Multiple times tried to implement it (back and forth). This is a platform on which we can engage the customers, in terms of the **installed base** they have, **when they set it up, when is it that they have to make a re-order**; all this information they

will get. For the future we could **share with them what is happening across the globe** and **engage with them how to solve their problems. Goal is to establish a long-term relationship.** Perhaps also for **internal banking**, for transactions I would not need to go to the bank anymore, it could be done via the portal.

**Negatives: every company comes with a portal.** There is an overload of applications, portals, and lots of suppliers. So, how do we eliminate that. We could **at least tell them, that we could have all the customers' info in one place.** E.g. a company with 400 offices it's difficult to keep track, portal would relieve this.

#### Current Customer Pains

In general, we don't face problems which are repeated in nature. Maybe, the moment the customer places an order or even before the customer wants us to take the steps in the execution (mail confirmations, sometimes the poe is in the process but you don't know how long it takes = these are **things the customer expects but we may not always be able to do it/answer it**). They take a lot of time with finalizing contract but, nowadays they **put lot of pressure on planning** for upstream/downstream. One of issues.

#### Functionalities

1 = **repository of installed base.** For a large deal there is a lot of information shared, this could be stored in the portal (e.g. Bill of Material, Specifications, Service Certificate/Warranty Certificate).

2 = **regular reports** (such as Health Checks)

3 = **alerts and alarms** when a new service contract comes out (like 'hey come see new update')

4 = **data analysis**

Most important is **information between two parties** (so when a ticket is raised, etc).

Then some **calculations** could be provided (costs, and energy, etc.)

We could put some **relevant case studies** in there. E.g. for an industrial customer we could post some industrial cases which they could use as example to integrate as well.

#### Personalization

Internally everyone should be able to see it. If there is **information to a specific client it should be shown only to that one.** But if there is **generic information it should be visible to everyone.**

#### Innovation

These are all evolving areas, so best is to put some **case studies** of course so that the customer can understand those. Or if they want to be part of the concept, we can **put something in the portal where they can indicate their willingness**, we can reach out for them.

#### Preferred Communication Channels

**Depends on customer profile.** There are a set of customers who are modern on outlook, they also are comfortable to get updates via social media, email, etc. There are also customers who definitely want personal touch, us to come over and present etc. Both can have a f2f meeting. **Ultimately, they would want the entire discussion topic, and notes in a place they could go back to.** Once the discussion is over, and execution steps are going on than all information should be easily accessible to everyone, so **that's where the portal comes in.**

#### Others

One area is the **service tag**, we could integrate in the portal. **If the portal will be successful, if the customer is able to bring some business value to it.** So, we must think about the different ways to bring business value. Also, **evaluate portals from other organizations and figure out** (e.g. banking portal, ticketing portal, etc.). **The more transactions we can do through the portal, the more value the customer will see into it.**

## 7.15.1 ROC

### Highlights Interview ROC

#### Relation ROC and Philips Lighting

ROC was initiated to be able to have a centralized remote operation of connected systems. This centralized team will be a **shared team that knows across products and will be pre-empt able to solve the problems before the customers even know about it.**

#### Value Customer Portal

The biggest advantage will be in a true B2C scenario. We want to **give them information very specific to them**, and **share advice** for them. **Makes them feel that we are trying to align with their customer needs.** If we can enhance the portal to allow them to be better helped; **quick helpdesk, chat, premium escalation matrix.** 3 main benefits:

- 1) **Visibility:** Lot of activities happening at C-ROC and portal can show customers see what happens



- 2) **Information** with whom to contact, and where to find information, would be a **one-point stop** for them to look at.
- 3) **Information about discussions between Philips Lighting and customers** (e.g. energy metering, road maps, etc.) so they can always come back and see what we discussed and how we are doing and see whether their business is aligned.

The portal will be **in accordance with the KPI's committed**. Next step, is letting customers be able to see etc as mentioned above. **Showing customers where Philips is going will open horizons for customers and engage them more**. News section: Already **videos and product catalogue**, already shows some kind of news but we need to **finetune it to a specific customer and the segment they belong to**.

#### Cost Model ROC present vs. Future

Shared service (subsidized model by lifecycle manager), **we are a cost-centre**. Customer perspective how fast everything can be done. **For C-ROC how everything can be managed...** how many people should work on a project etc. These aspects **play a big role in deciding on the cost model**. But in my opinion, **it is about the effectivity not about the costs, this will eventually have impact on the costs as well (bring benefit)**.

#### Points of improvement in process

**We're trying to make the best of what we have at this point of time**. This is a testing ground, with C-ROC we have advantage of having the C-SAT team. Things are slowly evolving. The more talkative it becomes, the better for the customer. Once you have data you can start convincing the customer. **ROC responsible for performance report writing, monitoring** (we have something to be reported). **Frequency depends on contract with customer** (some daily, etc.). C-ROC operating as back end of C-SAT. **Content should be consistent and something that is already there, from a centralized system** (maybe marcom) **in a way that is appealing to the customer and shares a good level of information**.

#### Responsibilities ROC

We **expect the ROC to be accountable**. **Work together with the market for adding localized wishes**.

#### Other

What we definitely have to understand is who is the end-manager. If you have a facility manager, he usually takes care of contract (info might be different from what another rule might need), if we have an engineer or so he might be interested in information on how to improve their lighting. **We should pay more attention to understanding the customer and where he's going**. If customer focused, we should be headed in the right way.

## 7.15.1 Customers

### Highlights Interview Customers – Respondent 1 (Representative for IT Services MNC)

#### Benefits

Understanding of the portal is that the customer will be able to **manage the lighting patterns**, to take care of the need base lighting requirements **from a central location**, probably take some inputs as business program requirements we have. Will be easier to manage from one point rather than from multiple sections within the facility. Will create value for big company with large footprint like ours, as it helps to **manage lighting in an efficient manner and reduce energy consumption** by putting certain controls.

#### Expertise

Philips is a very reputable brand in the industry, so we **trust they have the expertise** (understand lighting better than us); hence, it makes sense for Philips to provide such a solution rather than trying to develop it by our own.

#### Functionalities

Requirement remains to have a **control on the energy consumption**: being able to identify failures, minimize overall power consumptions, optimize with that information.

Plans lighting maintenance are executed in bulky manner, so we often forget the **small problems** which are actually very critical. If the system would be able to help find those details that would add a lot of value.

Show **updates on innovation** brilliant idea. Any time when we develop a new thing that should be made known to the customer (any change/innovation), in an appropriate manner. Should stay there for a while (1-2 weeks), state the benefits for the customer in there how it would help the professionals at the customer's company. Frequency of uploads, just **any time** we have something new, it doesn't matter on which time basis.

Download centre (repository) definitely works as documents are then readily available, but you **have to announce updates in download centre**, which can be done in the form of **pop-ups** on the portal itself (to make customer aware), something that attracts the whole attention to that thing only. Should be made **attractive and easy to use**. Whenever customer logs in, the customer should feel connected and **every time he or she logs in there should be something differentiating it from**

**the last time.** Sending out **email to notify of updated documents is a wonderful idea** (e-journals a good and very effective way of communication).

#### Potential Users

The office I'm based at is HQ (huge campus about 24,000 employees there per day). I would say all employees could be the users as they all use lighting (they are the end-users). But if the purpose of the portal is just operations (in this case), just the **facility management team** takes ownership.

#### Experience Other Platforms

**IBMS** (integrated building management systems) helps us to maintain/control the systems in the building (majority of lighting not linked to that - very few). Mainly for heating/air conditioning/elevator systems.

#### Future needs

Such kind of platforms as long as open for all consumers, helps both the organizations (Philips, facility team, and end-consumers). Could be used for **energy consumption and benchmarking around the globe** by e.g. comparing Asia and US offices to see what Philips has done or are doing. If the customer sees, for example, how Philips' lighting in the US is doing better than in Asia, the customer can go to Philips and say 'hey why are you performing better there and why not here?'. For this kind of **statistics** could be used. All these things help these organizations (holistic approach helps) if we have wonderful systems that can reduce energy etc. Will **reduce carbon footprint** like this!

#### Optional vs. Standard in Contract

Nobody would mind if provided to them for free, although it is probably in the value of the contract. It must be proposed in a way that we render these services as well, and define like 'the portal will help you with A B C D (problems)'. If Philips has a **good Value Proposition** like that, companies would take it.

#### Preferred Communication Channels News

Social media could be one way of communicating, but organization like ours would definitely **like to hear it from the host's mouth** (so our account manager). All existing customers should be persuaded by existing work force. SNS just publicize new innovations. Personally, I do not think we really read or go through social media (**doubt the impact of social media**).

### **Highlights Interview Customers – Respondent 2 (Representative for Large Semiconductor MNC)**

#### Benefits

Biggest impact in our company with portal would be **a system that would enable our company a system that would enable our company to be more operationally efficient** - how easily Philips is tracking failures in luminaires, the response time, and closure of the issue. We want to know what the failures are, and which actions were taken. Some form of analysis or **performance measuring on these things per quarter/6 months** would be good.

I ideally want the portal to tell me **new updates from any specific software versions available**, and which I do believe happen time to time because these are connected systems. From these updates, I would like to know **when** the update was done and what the **benefits** are with respect to those updates.

I would also want the portal to be integrated with some **analysis or a planning** that would help me as a workplace manager. E.g. data heatmaps... can these analytics be provided to me with the click on a button (**ease of use**). Nice if it is pictured in the form of a **graph**.

#### Outsourced Management

Our facility is managed by an external company, with contract with fixed costs per square meter. I believe the portal could **benefit the external company** in terms of self-service as it may reduce their costs, but there would **not be much benefit for us** - although we could say that it is an extra benefit that we can offer to the external company. Although, **from next year onwards, we can negotiate our terms better as we will have better details on failure, ready data to develop price models for maintenance, etc.**

#### Functionalities

The number 1 functionality to benefit us would be if the portal would **allow my employees to directly give feedback** on lighting system (kind of **complaint system**), that would highlight issues not directly visible to facility managers. Want to know whether the portal can be **linked to my existing application** that the employer uses = a home built application built by our company, primarily employee app, that allows them to get some specific benefits, put some complaints of infrastructure, book meeting rooms, book dietitian doctors. In conclusion a general app to make life at our company comfortable.

**Download Center** is needed, it's the **first requirement** of customer portal.

#### Potential Users & Their Needs

**Operation management team**, and **facility management team from external company**.

Operations own company: Important to get somebody **to report every quarter** + should have **access to all kind of documents** + **overall performance summary**.

External facility management team: **Complaints + Data** incl. what actions were taken, which issues pending, what is satisfaction on that (look at day-to-day hour-to-hour basis)  
Company (general): **Reporting on quarterly or 6-month basis**

#### Future needs

Lot of **analytics (performance optimization)** can be done with connected systems. Ideally for a customer when you say customer portal the first thing that comes to mind is the information they could gain out of it (space optimization, can our company be integrated with other applications, how user friendly can I make it).

Single customer portal for all my sights (20 sites across the country, 1 portal per location). Personalized by company, but if so many sites, the portal should show **all site information on one dashboard**, but you should be **able to go into detail per site**.

#### Optional vs. Standard in Contract

Would like it to be one of the differentiating features, you should **give it as option to differentiate**. But **as you become more mature it should be given as mainstream thing**.

#### Preferred Communication Channels News

**Sales team should have a section on portal talking about new releases on monthly basis**, there should be **a meeting with a sales person every month**, leadership can talk more about partnerships. Ideally **prefer F2F** rather than mail etc.

### **Highlights Interview Customers – Respondent 3 (Representative for Premium Electronics Company)**

The team of Large Luminous Surfaces set up the portal and does the maintenance for this customer (in this case the first customer to sign a contract that includes the MyServices Portal). Currently they are preparing to have all information configured and operations structured before giving the customer access.

\*After taking look at portal and seeing there were some inconsistencies\* It is good that we did **not introduce it to the customer yet**. The reason for this is because I am **not convinced of the professionalism** of the portal yet.

We differentiate **two types of maintenance: preventive** (prevent from happening) and **corrective** (when it is already broken) maintenance. Shops call when something is broken. This is the reason why the data is centralized, so they can get the information from there.

In addition, we use a service channel from Apple with which we do service ticketing. The difference between C4CS and this system is that with C4CS you can issue a ticket from within Philips, while the other system does the reverse. The **manager from the 'premium electronics' store issues a ticket in their own system, for which Philips will then receive a notification**. The biggest failure in Services within Philips – the reason to why we do not reach our targets – is because services (maintenance) is just a fraction of the overall profit that can be achieved within Philips. Why? Because Philips is a **product oriented-company**, and the account-managers just wants to solve the issues as fast as possible for the customer instead of following the process. He or she does not want to issue a ticket, but just wants to fix the problem fast and thus calls someone to replace the failing luminaire with a working one (so majority of the time no ticket is being issued).

Another **challenge is to get repair people to upload data** on the portal. Right now, the **respondent just does corrective maintenance because it is too difficult to maintain a high enough service level to also do preventive maintenance** (which is eventually the purpose of the portal). Also, there is still no budget for this, and the **customer has not signed the contract for preventive maintenance yet** (e.g. doing health checks once a year).

We could choose to train the whole world to be able to solve complex maintenance issues of connected systems, but if we do not get any projects it would be a waste of time and money. Perhaps it might be smarter to **train a few people in the Netherlands and send them across the world** to solve these issues.

We can **consider the service portal to perform well once it generates profit**, which **can be done by taking up service issues** rather than to solve them as fast as possible without issuing a ticket.

There are **three degrees in services: 1<sup>st</sup> degree = "I am heard", 2<sup>nd</sup> degree = "the luminaire has been replaced, nice", and 3<sup>rd</sup> degree = "the luminaire is broken, but nobody gets why"**. Most often people in Philips **tend to jump to the 3<sup>rd</sup> degree** of services, **causing there no tickets to be made, and services to become expensive quickly** (as professionals have to start looking at the reason for defect, which will cost lots of time and money, while the **money could be earned with solving tickets**).

It is **important to have the latest as-built data\* available for all countries** (different markets), then you will initiate the services and ensure that the data is available for the right users of the portal (centralized data).

To be honest I do **not have much positive feedback** about it, seeing as the portal has been killed off now ('service ticketing' is visible for this company while it is only supposed to be visible for another company, and the list of contacts is now gone).

The portal is a good idea, but the tools are awful. Looking at the amount of possibilities there are nowadays it **shouldn't be that difficult to create a functional portal**. The level of professionalism of the portal is not high enough, and the **fact that it does not function well is a red flag** (should be a big sign that it's going in a bad direction).

If you expect to use a portal, then you must create a proper portal. The goal is to have the right information at the right place. **If Philips succeeds into sharing their information with the customer in a way does not cost much effort... then you have a good portal!**

It's **crucial that site engineers are also able to upload information themselves** (not just the managers!) – e.g. updates on activities. We should trust them to insert the correct information.

If you want to create more revenue within Services, then you must organize the process well. You must **ensure that the service activities are not given away for free, but that people will start paying money for it**. If everyone does everything for free that means you will also have no budget. Earning revenues for services is not in the account-managers' interest (just to quickly help the customer), so you must **ensure that everyone who is involved with service activities can benefit from doing service ticketing**.

The purpose of the portal is to have all operational data available, so the trick is to **make it easy for customers to trace back all activities** that have taken place, as well as product features.

The 'news' widget is a nice idea, but it may come off as cheap. In my opinion, **the marketing of today is to differentiate yourself with technical data**. If you really choose to do marketing, then at least try to have your product catalogue organized properly. The portal is there to share data and not to have the customer buy a nice new light bulb.

It would be nice if **everyone around the world would know exactly which products they have in their shops**, and if I would be able to get that luminaire replaced within 2 weeks. It's more difficult to get this done as it might seem, as it **requires complex management of operations**. E.g. to get a luminaire to Kazakhstan is not even physically possible. These kinds of things would be nice to have **that visible on a dashboard in the portal**.

But **let's first create a basic portal in which we can maintain the as-built data, and once we can pull that off that means we are headed the right direction**. We have to do a lot before we get there.

\*As-built data defined as both documents related to the technicalities, as well as updates/tracking of technical activities.

#### **Highlights Interview Customers – Respondent 4 (Representative for Fast Moving Consumer Goods Customer)**

##### Perception Self-Service Enabled by Digital Communication Platform

I think it would be good, because people would be able to **take control themselves**. From a central perspective, I would be able to **monitor** whatever is happening throughout all the countries that we are located in, and if there are problems I would be able to address these and **communicate** them to Philips.

##### Understanding of a 'Customer Self-Service Portal' and its Underlying Functionalities

We are not really using it currently, so I'm not sure. I think the most important thing is to **inform the people in the countries that we have the portal** (would be part of the implementation), and that **training** needs to be done. Challenge here is maybe in **language** as we have factories in all kinds of regions, especially if you have local site engineers. It would therefore be good to have **local trainings instead of global trainings**. If part of implementation, I would expect Philips to also take the time and train the people on the ground. Would improve the speed and access to Philips I would say.

##### Potential Users & Their Needs

Would be useful if the sites themselves could use it when there are failures, stocks are falling, etc. **Speed** also, when they do not know who to contact, they could use this portal as a tool to easily communicate with Philips. Looking at the current set-up I think mostly **facility managers, local engineers, site engineers** would be the main users, considering that some of our sites re using a green warehouse system (lighting system for warehouses).

The **needs depend on the contract**, if the company itself has people doing the activities, or if Philips will send out people who will do the job. I would say that **for the site engineer putting data in the system is most important**, and as **facility manager** I would want to know what happens at the sites (**overlooking role**).

##### Future Needs

Connected luminaires that will collect data and put in the cloud... this will bring along a **need for support systems** for this. It may also be needed to think about **potential security breaches**. I'm also not sure how the connection with IoT can be supported or if it's already there. **For services these kinds of things are becoming more and more important, it's the future**.

##### Optional vs. Standard in Contract

That's all fine but it costs money, what would it cost and how would I benefit from it? It should be different from the services that you are already delivering to me. Free is always good (although I probably incorporate in other costs). There

could be different grades in how much you need info etc (**freemium idea, standard portal and premium version**). Then there is no discussion here about optional, because you have these two.

**Download centre and contact list is actually pretty good**, because **when people change roles documents get lost...** if its **easily accessible** that's great. For contacts always good to have but make sure to **keep it up to date**.

News updates on innovations is possible, but you will have to be able to explain this. You should be **careful with using pop-ups** though, as **people don't like to be spammed**. It could be a nice add-on to what you're already doing. To create awareness, it would also be good, but **to really roll it out I would sit together with the management of the companies**.

#### Preferred Communication Channel

I think you should do the **roll-out** of the portal **centrally**, except if you do a **pilot** per country. You could organize a meeting for a **session/workshop** to explain the new service, etc. You have to be **careful with meetings for multiple customers at once**. It depends in which phase you are (whether you already agreed on using it or not). If it is going to be used by everyone as it's going to be offered as a standard in every contract, it can just be an information session.

### Highlights Interview Customers – Respondent 5 (Representative for Airline Company)

#### Customer Status & Portal Value

The airline company is **not using the portal yet**, because we have sold service contract where portal is included but had problems getting the invoice PO numbers from them. Now that we've got those, the problem is that they don't know how to enter it in the Philips system (because of Norway being outside of the EU. And in this case invoice should go to Sweden – and service/spare parts to Norway).

What is the value for customer portal? From what he can see **now** there is **not much value for the customer**. The "service ticketing" part of the portal and **links to an external website**, there is **absolutely no added value in this for the customers**. The **'Service Ticketing' they created is the best-worst thing we could get at the time...**

**Finding a phone number or email everyone can do by just Googling**, so getting in contact with us through the portal must be made easy through a **simple user interface**. If we say 24 hours, they should make that true. In some way must also **visualize** in the portal when they go in there **what's in their contract**; e.g. when they press service ticketing, you should be able to see what's in the service contract. They must also be able to see there **what they bought**, description of that. **The people who buy the contract are not the same as the people who will actually use them, they need to know what we exactly agreed on**, because if the customer calls and we have to **tell them 'that's not in your contract'** that **may lead to misunderstandings and irritation from customer side**. We need a kind of one-pager that says to those maintenance guys shortly what is in their contract **including their service ticketing number** (that's what he meant with service ticketing).

**System handover documents, electrical drawings, have to be included in the download centre.**

#### Current Customer Pains

When they have bought LCS contract, they need to have a way of communicating with us, so **ticketing should be improved** (here C4CS comes in). Also **training**, perhaps we could **develop instruction videos** (tutorials/youtube videos) that we can put on the portal. So **instead of having staff from Philips come over to the company and talk to the staff again**, that would add value!

#### Potential Users & Their Needs

In this case the major users are the **lounge manager** (who can then show its staff the videos), and **maintenance people**.

**Maintenance people** would be more interested in **technical drawings** etc. **Lounge manager** more I interested in **training material and service ticketing**. A lounge manager is involved as the customer is engaging in hospitality business... complete new 'lounge experience' has been introduced by them (restaurant, bar, relaxing room, etc.).

#### Future

Big data that is big potential if we can do that. Right now, it's just one-way communication, if we could have **two-way communication** (if we can give customers reports and **customers can give feedback** via portal). Or also manage the physical stuff such as **managing the lighting themselves via the portal**.

**News updates on installed base**; suggestions to them (e.g. your luminaire is now 7-years old, we could propose them we have a new nice product which would improve this and that).

#### Optional vs. Standard in Contract

Depends on cost. Right now, the cost is 1,300 euro (had to pay 3,000 in the end) within the market to get it up and running. An idea is then to have a **mini version** (just being able to do service ticketing for example) **in the small contracts**, and **fixed in the larger deals**. You can't have a LCS contract that becomes too expensive in the end.

#### Preferred Communication Channels

Social media (**LinkedIn mainly but also YouTube**). Lot of communication is actually taking place via LinkedIn. With the launch there should be a **graphic informative film** that could be showed everywhere (also on LinkedIn). **Sales guys could use the word of mouth then and approach them**.



### 7.15.1 Service Sales Specialists

#### Highlights Interview Service Sales Specialists– Respondent 1

##### Number of Accounts Managed

Just started in this market, but planning is about **20**.

##### Value Customer Portal

I knew there is a portal, but that's it. Different markets have different approaches. Team in call centres taking calls about pains, as well as via email to various people they are reaching out with complaints. If just documents/contacts, undecided if it adds value. **How Philips has performed in their engagement with the specific customer has much more value than just accessing documents.**

##### Current Customer Pains

As I said, we're still in an evolving stage with service contracts. There is now the introduction of C4CS in our market. From what I know the basic problem now is in terms of **reaching out to Philips**, whether it is to call centre or whatever. **How have we been performing against a contract** (for existing customers). Our market is different because there is service team actively involved (NPS score continuously improving), cause of good infrastructure across market.

##### Functionalities

**Spare parts** everything related to a specific project. **References on technologies**, what is happening in the lighting industry. **When I enter the portal, I would want to see something new and interesting (cases).**

##### Personalization

**Common things are news items**, but if possible **push through something particular to a particular customer looking at his service needs** would add new value (e.g. service value proposition that he or she may not have considered to be valuable to them)

##### Customer Portal as Marketing Tool (External Accessibility)

Use to make non-service companies enthusiastic is certainly a possibility, if there is references on it (**voice of customers** interesting to show other customers).

##### Innovation

**Data analytics, and harvesting (depends on specific contract)**. If new technology added to portfolio, as a customer I would definitely look into adding that service (buying).

Services is still an evolving field. **Portal is something they do not know and did not know they wanted, but when they see it they will realize that this is exactly what they were looking for!** Think of the Apple iPad introduction (market space/market driving).

##### Preferred Communication Channels Customers

Lighting Services is something new to the market (light as a service). It's a rather new business model that customers have not experienced in the past, they have not engaged beyond lifecycle of the project. Rather than social media, it should come **directly from the mouth of service experts since they can engage more with the customer**, make them understand. Of course, **social media can compromise, but first line should be direct.**

#### Highlights Interview Service Sales Specialists - Respondent 2

##### Number of Accounts Managed

By the next year about **5 by myself**, and **support** maybe about **30 projects**, as long as it is lifecycle or managed service or even product + financing (not directly related to service business). There is not yet emphasis on Professional services. It's now only used as business enabler as it not something you can scale to a million business.

##### Value Customer Portal & Functionalities

I heard of the portal by name that's it. I would like to see the **SLA's** with customers in the portal, **ticketing process** and **transparent workflow** for the customer. E.g. when you buy something from Amazon you know exactly the status of your order. **This would create value for the customers as they will not have any need to reach out to Philips.**

##### Personalization

If you have a company with a multi-sites kind of contract (with **multiple people can enter**), **makes sense to spread around multiple sorts of information.**

##### Customer Portal as Marketing Tool (External Accessibility)

The better we understand our customers and expectations, the better our offer. No need for more un-relevant information. What would be the value of knowing what other warehouses are doing (if we put news updates/cases). They see proof

points, but the ones helping the customers can just tell them. Want to have more customer specific, just use it as a closed thing where the customer can get directly what he needs. I think **MarCom stuff is not going to help us in a defined sales pitch**. If done to attract non-service customers even before direct sales contact, the question is whether it has value in that stage... I doubt it.

#### Innovation

Definitely **need some kind of data enabled service model**. Currently not in place, at least currently not valuable for customer. There should be something really interesting that would make the customers want to buy it, show them the numbers. Will probably be managed in a kind of platform or system (must be integrated with Heating Ventilation and Conditioning etc.). **I don't think it will go through a third-party platform. Stand-alone lighting could be uploaded, like a report that customers can pick up, he doesn't think will create much value. Only if general system (tech) is in place, then they can start integrating and show something in portal.**

In general, I strongly believe that every user will have one platform/system that collects all data into one system (not one for water, one for heating, one for lighting). **One portal that should be linked to the vertical, all assets they have.**

#### Go-to-market Process Applicable for Portal

In the sales pitch we do **consultative selling**: we will ask for expectations in the execution phase, this will be taken into account for the **portal, will be discussed**, the portal will be **introduced in execution phase**.

#### Preferred Communication Channels Customers

We sell service business with a direct approach (with 'suited for him' story). How can we solve this and participate/cooperate with each other... if we approach this together then the customer feels involved? **The stronger the sales force the less need for social media** etc. but to get interest in these kind of concepts (**general awareness**) it **might help to use a more general communication channel**.

#### Other

**We are not aware of a customer portal. We have to raise awareness of the value!** How we can gain profit out of it (difficult but would be best). Getting experience so sales guys know what they are talking about through **pilots** for example. Idea to ask Honeywell or so in some sort of **external benchmark** to see how they deal with the customers, and **learn** (adapt and adopt) **from them instead of just thinking of something new**.

### Highlights Interview Service Sales Specialists – Respondent 3

#### Number of Accounts Managed

About **20** indirectly in my market.

#### Functionalities

**The number one thing that the customer is always asking is "I would like to know where my order is"** ("is it ready to be delivered/dispatched" - "has the fabrication of the products been completed"). For systems/solutions I would like to have **access to a schedule of the project manager** (very common in order companies) so you can align your schedule with that of the project manager. Third one is new updates, the customer does not want emails, but they can have **access to new technologies new updates** would be very easy to do so in the portal. **Different solution per segment**, e.g. if automotive I'd be interested what Philips offers for automotive industry of hospitality, etc.

Also, one password only, very **easy to access**. I would like to have **one menu with info of Philips** but not too messy! Not too complicated. **Access with phone**, etc.

#### Value Customer Portal (Customer Needs)

I heard about the portal but have not used it. The main value is provided mainly for **customer satisfaction since they can provide the order milestones dates and a dedicated follow up to make the order journey transparent**.

Customers do not know when we are starting with the execution, the dates etc. There is a blank space. So here the portal will be very important to make it **transparent**. If we expect the customer to really use the portal we need to **provide the order information**.

#### Personalization

We can open the portal to all customers/channels, etc, but **to have real impact on new launches we need to select the right and specific contacts we want to listen to that information and dedicate time to have their feedback**.

#### Customer Portal as Marketing Tool (External Accessibility)

**General information it is necessary to include, that everyone can access**. For specific cases best practices, customer experiences, etc. we need to select the people. **Select those people that can have access to this information, e.g. financial managers, savings & sustainability managers, must be able to see that specific information directed to them**.

#### Innovation

This type of information (big data/circular economy) is not for everyone. General information should be made visible, could **work together with lean managers** etc. Specific information of solutions, if they have interest, they can contact Philips to talk about it in more detail.

#### Go-to-market Process for Portal

In our market, when you send a link to a customer to read, they won't read it. If they have an issue they will! So, **we set up meeting with selected 10 accounts we want to work with in the future, F2F meeting explain the product in detail with all functions etc.**

#### Preferred Communication Channels

Most important to have **F2F contact**. Include **link in website**.

**To have specific Best Practices divided per segment is very helpful.** For example, in Mexico we developed something, and we could share that with someone in the U.S. for example, like a link in the portal saying, 'Hey check out what we have done in Mexico' and then you can upload that information, and everyone can have access to that best practice case.

In the selection of main contacts we make, we also have to include our partners (e.g. people making the installation etc).

**Third party suppliers also need to have access to the portal.**

### Highlights Interview Service Sales Specialists - Respondent 4

#### Number of Accounts Managed

**Between 10 and 20** working on at a time (after sale finished handed over to CS), mainly focussed on managed services.

#### Value Customer Portal

I have no knowledge of the services Portal. Markets need to understand what the portal is a bit more, because if we are going to sell it the **sales guys need to understand the value proposition** to convince the customers.

People just want **visibility** of what is going on, and want the information in one place. If the portal allows this to happen, this would add value to them. Just needs to be a **single point of access, all info in one place, easy to navigate** and visibility.

#### Functionalities

Can we have **real time data**? Easy access points to raise issues (**service ticketing**)? Does it allow us to have **remote access** from the sites?

#### Personalization

Wouldn't necessarily think it is needed to communicate information about new offers through the portal, **rather via the sales guy or email**. Having access to the information on the portal is useful, but they could be missing out on information on the portal. If there is a specific need from the customer it should be supported by the sales team. He thinks it **should not be used as a marketing tool, if you get thrown at with offers like adds on fb it gets repulsive** (customer could get a negative feeling towards that).

#### Innovation

**Customers are now very much looking at the physical and digital link**, so it is important. Seeing real time information/data online is very interesting for them, or receive real-time/**monthly reports** through portal would be beneficial.

#### Go-to-market Process Applicable for Portal

Assuming the portal would be attached to all our service offers, we go to end-users and talk about their objectives and see how our services fit these. **Portal should be an add-on to this** (so included as standard).

#### Preferred Communication Channels

Obviously **direct sales activity, marketing, conferences, events**.

#### Other

Main thing is what the value is, what it does (put together the value propositions so we can sell it). **The fact that we don't really understand it that much is a bit of an issue, or an opportunity (like a challenge)**. Should pick up reasonably quickly. Sure it would bring value to our customers, but unless we understand what it's about nothing will happen.

### Highlights Interview Service Sales Specialists - Respondent 5

#### Number of Accounts Managed

As I started only a while ago, I do not manage accounts yet. Services are still a developing business in our market, there are some proposals out. I am positioned to support I-KAM Team support in a major managed services deal with a large MNC. **Opportunities are slow, as we have not been given the green light to engage**. In the future, I expect to deal with between 3 and 5 (based on value) projects at a time.

#### Value Customer Portal



I haven't seen the portal myself yet. The premium electronics company is already customer, portal is used to communicate information to them (repository of information). There's supposed to be **someone responsible for keeping it up to date** within the service team.

An example is my former employer, who used a portal for when a customer wanted to see when the **next visit by the technician** is and the **details (all automated... with tablets!)**. The **technician could then upload their notes** and **customer could see history of maintenance**. Used to get **more transparency** and for **ease of doing business**. I can see value in it being used for project, but it depends on how and with which quality the documents are uploaded in the portal. If under lifecycle/managed services contract, it could be used to **record historical activities associated with our contractual commitments and results**.

#### Current Customer Pains

Not had any first-hand experience yet, but the **'fresh eyes reviews'** could have good data to give you input.

#### Functionalities

**Outcomes and results of meetings recorded in portal** (multiple emails, updates, file control), if anyone ever has a question you could refer them to the **latest uploaded doc** on the portal. If Philips were to upload new version of doc, customer should get **notification**, vice versa Philips should get notification if customer uploads something (**customers should also be able to upload**).

#### Personalization

It's certainly a good idea to give them updates on innovations from Philips. You want to make sure to bring **awareness** to customers regarding the projects you are working on and new developments in the market. You should **be mindful not to overload** them, so customers get desensitized. E.g. If a customer has interact office we could have a 'What's new section' **specifically** about interact office. If we know what is affecting them, give them updates on that. Frequency might be once **every 2 months or every quarter** not to overloaded. **One responsible for that could be the key account manager** who knows the customer the best (what he wants today and the future) **in collaboration with marketing and system & services centre**.

#### Customer Portal as Marketing Tool (External Accessibility)

Conceptually it sounds good, but how would that availability be communicated to the customers (how can they find it). On a high level good idea, but have to be careful arranging it such that it is **done by market** (e.g. **only in Europe circular Lighting is available... so in other markets customers should not get confused**).

#### Innovation

In our market, there is a lot of things on paper for InterAct Office. **On paper it says it can do something** (brochures), **but in reality it cannot do it yet...** customers want to work with Philips because they see all interact can do (e.g. data enabled services) but we say it is not available until second quarter next year... **causes problems for sales**. (so **also for customer portal... it's being proposed but not fully functional yet**).

#### Go-to-market Process Applicable for Portal

Good question, still trying to figure this out. It's a bunch of cold-calling and prospecting. It's really thinking of a company and then trying to find a contact and contacting it... frustrating but challenging. This process could definitely could be improved.

#### Preferred Communication Channels Customers

Social media he has been **trying to push**. The team **he is on there are 6 sales prof, who have thousands of contacts via LinkedIn... if content is created they could share that on LinkedIn**. Trade shows or associations (e.g. **international facility manager association**). **Carbon disclosure project**, once a year to would share leak tables (ranking of companies in sustainability) ... for Europe people this would be shaming. **Circular economy in the portal would therefore be a plus**. Talked to people about it today... challenge for Philips **energy & sustainability is almost a given so it's not a differentiator anymore** (such a flooded market) ... **cause energy savings is automatically there so we have to look for 'value beyond illumination' in this sense that can drive additional benefits?**

#### Other

Honeywell service online has a public website for that, get a link for this I could check out (could look at their Value Proposition!) <https://www.honeywellserviceonline.com>

### **Highlights Interview Service Sales Specialists - Respondent 6**

#### Number of Accounts Managed

**Supporting 6 sales organizations** (DACH, UKI, Benelux, US, China, IIG) and about **10 international accounts**.

#### Value Customer Portal

One of the most important elements in services is the ability to articulate the value of the services delivered to our customers. In case of remote services, this is even a bigger challenge. The customer portal is now designed as a standard communication platform for all remote service agreements we have and will have in the future. The ambition is to remotely manage over a million light points in the near future, all supported by the CP.

On top of this, electronic documentation or paperless documentation, always updated and available for multiple stakeholders is also a huge value as we need to audit facilities for 50-70% of the cases because of missing documentation.

#### Knowledge of MyServices Portal

I have a good knowledge of the customer portal and its functionality. I **have been offering and selling the customer portal to some of our key accounts, with a positive feedback as it addresses the main customer need of having documentation updated and available at all times.**

#### Current Customer Pains

Availability of **documentation to maintain and upgrade the existing installations**

#### Functionalities

It **should become an interactive service communication platform** for on one hand **communicating the value of our service activities** & on the other hand **creating the opportunities to up- and cross-sell**

#### Up till what degree personalisation needed

**Log-in** needs to be **personalized**, as well the **content**. The **structure** I would **keep as standard as possible** in order to be able to scale fast

#### How to attract customers without service contract to portal if externally accessible

I believe that the customer portal is an **important enabler & will be offered as part of a service package to maximize the benefit and value delivered to our customers.**

#### Innovation Services Philips

We are known in the market by our innovation and technical capabilities. Therefor **the expectations are high & we need to be the front runners in the markets to protect our market share** as the nr 1 lighting company

#### Innovation Digital Platforms

**Easier, faster and available everywhere at every time** – it needs to be **intuitive to use**

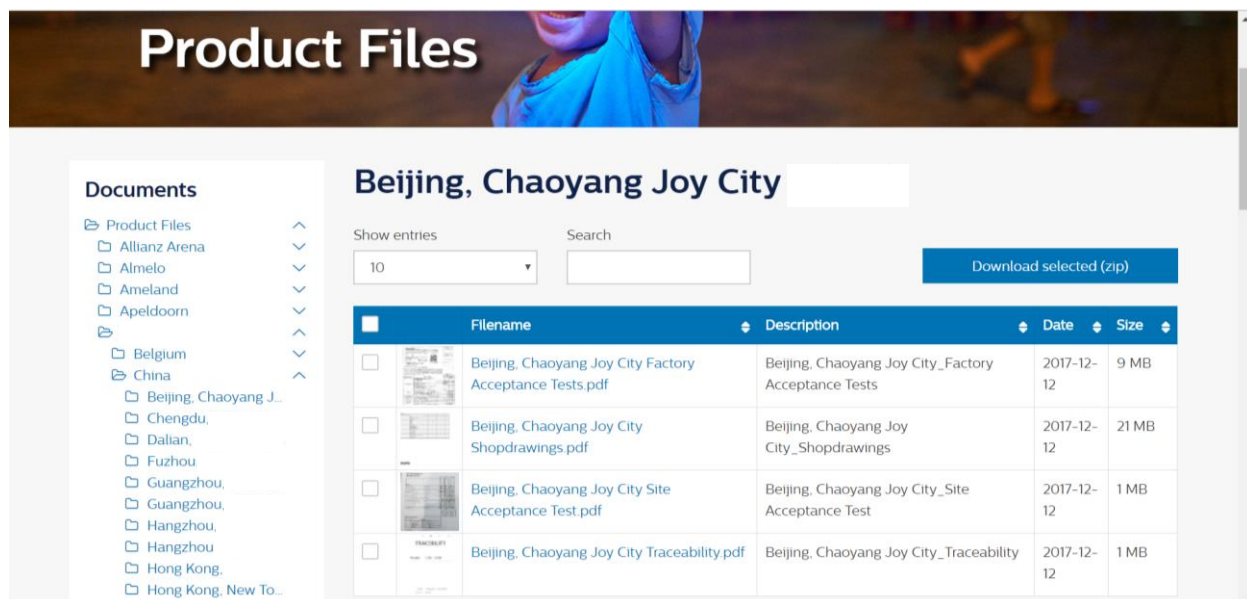
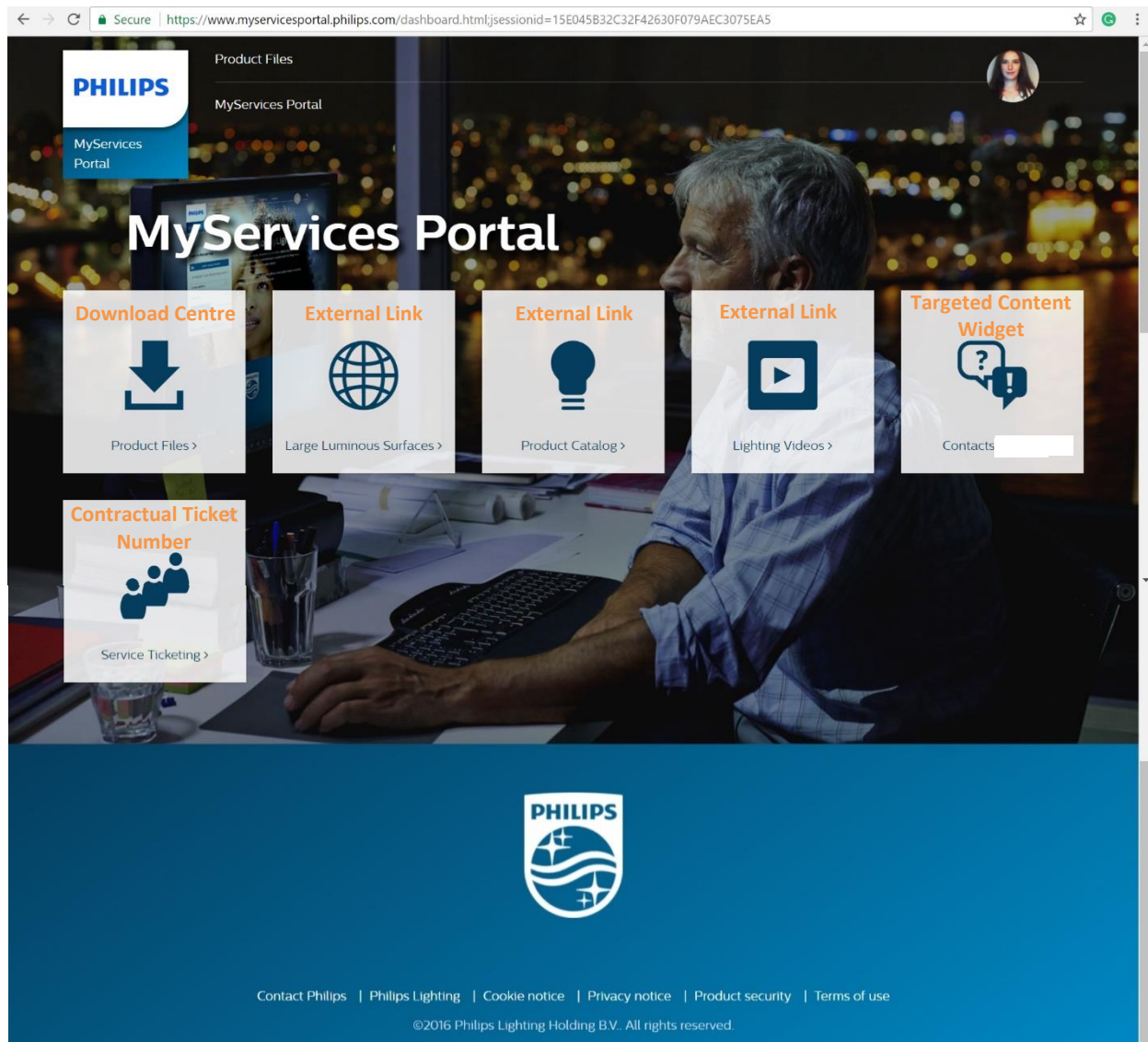
#### Preferred Communication Channels

The **lighting market is still rather conservative** & I believe that the **interpersonal way is still the preferred one**, though it is **changing to more on-line and digital with the new generation** of people coming in.

## 7.16 Appendix P: List of Expected Functionalities & Content in Portal

Expected Functionality/Content	Mentions by Customers	Mentions by Management	Included in Actual Service?
Performance Reporting	9	n/a	YES (Dependent on Contract)
Ticketing	7	1	NO
Two-Way Communication	5	1	NO
Standard Self-Help	5	1	NO
Monitor Lighting Systems	5	-	NO
News Section	5	-	NO
Manage Light within Portal	4	1	NO
Spare Parts Tracking (Service Tag)	4	1	NO
Download Centre	4	n/a	YES
Integrated Data Analytics/Stats	4	-	NO
Notifications Document Updates	3	-	NO
Multi-Device Compatibility	3	-	Only through website, no App
Case Studies	3	-	NO
Integration Other Applications	3	-	NO
As Built Data	2	1	Only Document Repository, No Intervention History
Standard Customizable Template	2	-	NO
Data Mining Tool	2	-	NO
Notifications Update + Benefits	2	-	NO
Changing Environment for each Log-In	2	-	NO
Training Videos	2	-	NO
Planning/Schedule	2	-	NO
Updates Replaced Products	1	-	NO
Circular Elements	1	-	NO
Warranty Monitoring	1	-	NO
Calculations	1	-	NO
CS Survey Results	1	-	NO
Transactions	1	-	NO
Complaint System	1	-	NO
Dashboard with Overview Systems from all Sites	1	-	NO
Pop-Ups	1	-	NO
Contacts	1	n/a	YES
List of Purchased Items (BoM)	1	n/a	YES (In Download Centre)
One-Pager/Dashboard with Contractual Highlights	1	-	NO
Voice of Customers	1	-	NO

## 7.17 Appendix P: Design MyServices Portal



Secure

https://www.myservicesportal.philips.com/dashboard/contacts-apple.html

☆

Contacts

My Contacts

Region	Contact	Phone	E-mail
Greater China	Cage	+86 104	ca@philips.com
USA	Katherine	+18 5224	kath@philips.com
Dubai	Xavier	+971 1100	xavie@philips.com
Turkey	Xavier	+971 1100	xavie@philips.com

PHILIPS

Secure

https://www.myservicesportal.philips.com/dashboard/contacts-sas.html

☆

Portal

Service Ticketing

Service ticketing: Support

You have a Service contract with Philips Lighting. In case you want to contact us please call or web-mail us via the contact details below. For fastest response time: Always refer to your Service ticketing number when communicating with us.

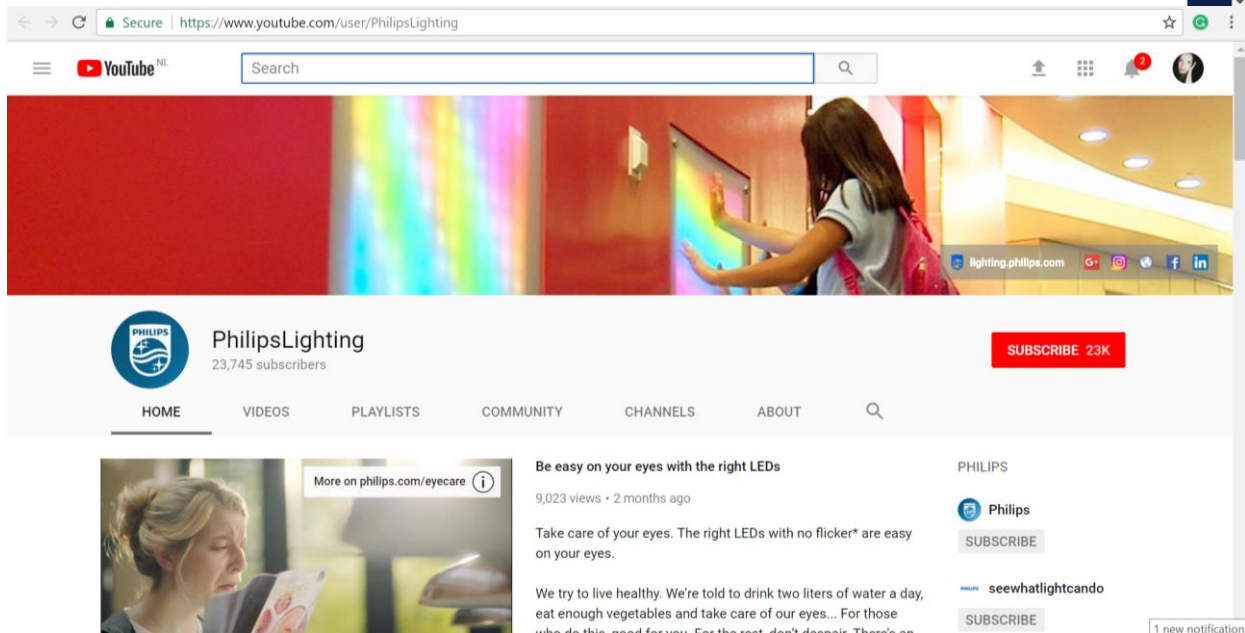
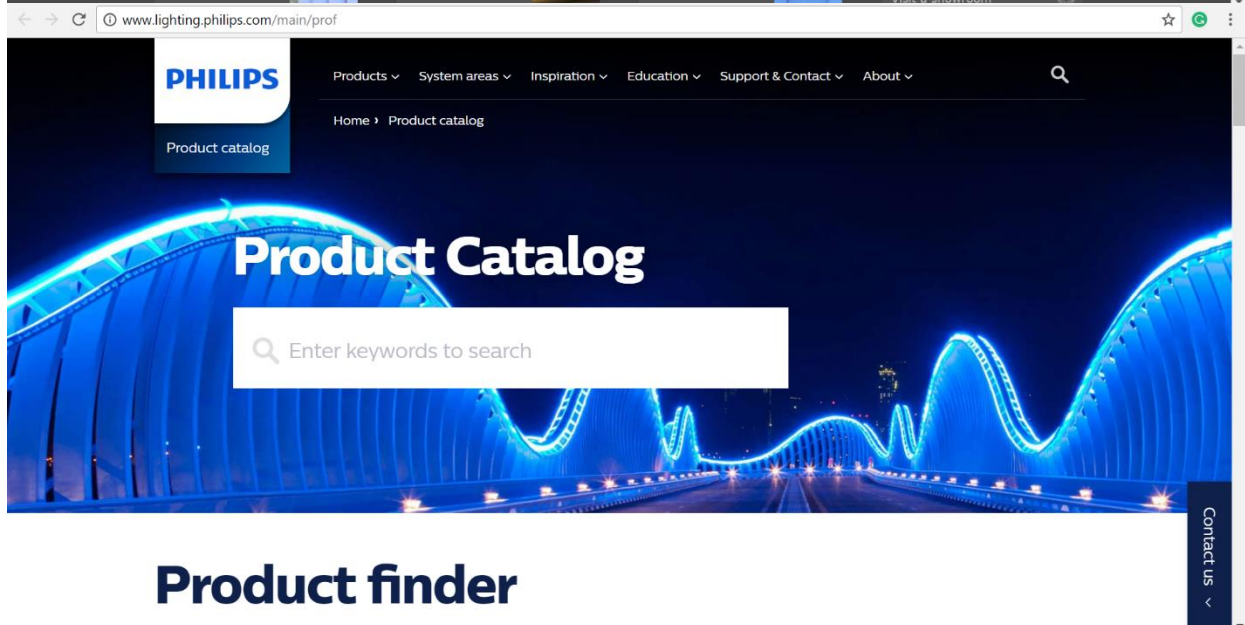
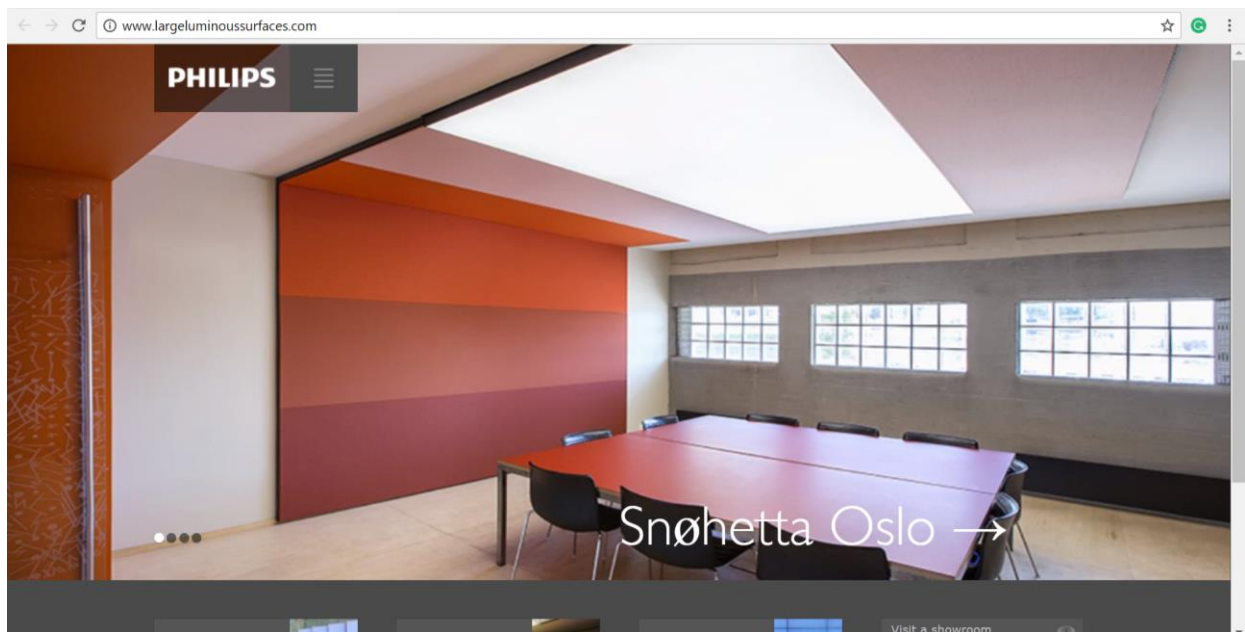
Your service ticket number is: 10 45

If you want to learn more about your service contract, please go to: "Product files --> Service Contract"

**Web-mail:** <http://www.lighting.philips.se/support/kontakt/kontakta-oss/kontakta-oss>

**Phone:** 00800 74454775





Secure | <https://www.myservicesportal.philips.com/dashboard/my-account.html>

## Account Information

E-mail: kyra.van.de.valk@lighting.com

Salutation: Mrs. ▼

First name (\*): Kyra

Last name (\*): van de Valk


Occupation: Other ▼

Organization name (\*): Philips

Phone number: +316 82007654

City: Eindhoven

Country: Other ▼

Photo: 

## Dashboard settings

☒ Lighting Videos ☒ Contacts Apple

☒ Product Files ☒ Large Luminous Surfaces

☒ Product Catalog ☒ Service Ticketing

[Save](#)

## Notifications

☐ Once a day ☐ Once a week ☐ Once a month

☒ Never

Please select what updates you would like to get notifications of:

☐ Product Files

[Save](#)

## 7.18 Appendix Q: Description Customer Portal in Service Value Workbook

<i>Customer Portal - On-line Documentation</i>	
Description	Philips provides the customer with a web-based portal with customer specific login code. In this portal, detailed documentation and training material on the products as well as installation, commissioning and diagnostics/fault-finding of the system is available.
Value to Customer	<p>On-line and updated information at all- time available for critical customer users and technicians, securing</p> <ul style="list-style-type: none"> <li>➤ Operational efficiency</li> <li>➤ System integrity</li> <li>➤ System up-time</li> <li>➤ Know-how retention</li> </ul>
Risks without this service	Know-how, version control and expertise at customer side gets lost over time by inconsistent documentation, people leaving, changing service provider, ... This might lead to the misuse or incorrect set-up of the system, causing operational and even safety issues.
Skills & Tools	<ul style="list-style-type: none"> <li>▪ On-line Customer Portal</li> <li>▪ Service management tool</li> </ul>
Activity List	<ol style="list-style-type: none"> <li>1. Define the list of users/technicians, in line with the license agreements</li> <li>2. Create the customer portal</li> <li>3. Define the specific elements of the portal, in line with the customer installation and service agreement</li> <li>4. Provide user/technicians with access to the on-line portal</li> </ol>
Scope of Work	<p>Service availability:</p> <ul style="list-style-type: none"> <li>▪ On-line documentation, manuals and videos, hosted in a specific customer portal with user license and log-in</li> <li>▪ Portal in English, local languages on request and surcharge</li> <li>▪ Portal uptime of &gt; 95% (excluding customer connectivity issues)</li> </ul> <p>Frequency:</p> <ul style="list-style-type: none"> <li>▪ Initial introduction of the portal to the key users at the start of the service agreements, in line with the user licenses</li> <li>▪ Documentation will be continuously updated and available for the customer</li> <li>▪ Administration activities of portal is covered for 0,5 day per year</li> </ul>



## 7.19 Appendix R: Philips Lighting Customer Portal Documentation Structure

### Main Structure

**Account** (E.g. SAS, Henkel)

↳ **Commercial Information** (Account Level)" (Incl. Master Agreement, Price Lists, etc.)

**Country** (E.g. Netherlands, United States)

↳ **Site** labelled "City, Street/Building" (E.g. Macau, Galaxy Mall)

↳ **Site Information:** Incl. Site Drawings, Existing Lighting Installation, Light Level Requirements, Usage Conditions, Environmental Conditions, Electrical Conditions, Security Information

**Project Information:** Incl. Audit Report, Shop Drawings, Business Case, As-built Information, Site Acceptance Test

#### **Product & System Information:**

↳ Bill of Materials (Incl. BOM)  
Data Sheets (Incl. Data Sheets)  
Manufacturing (Incl. Factory Acceptance Test)  
User Manuals (Incl. all Manuals, Guides, Leaflets)  
System Brochures (Incl. Brochure of bought products/system)

#### **Service Information:**

↳ Service Manuals (Incl. Service Manuals)  
Service Schedule (Incl. Service Schedule)  
Training (Incl. all training materials)  
Spare Parts (Incl. Traceability)

#### **Reporting:**

↳ Data Analytics (Incl. Data Analytics)  
Annual Reports (Incl. Annual Reports)  
Assessment & Health Checks  
↳ Assessment (Incl. Service Assessment) Health Checks (Incl. Health Checks)

### Explanation of Structure

The documentation in the Customer Portal will be gradually build up as the project progresses and as services are provided over the time span of the contract. The documents listed in this file do not all have to be present as the types of documents available will depend on the contract Philips Lighting has with its customer; nonetheless, a per default basic-scope should be defined to prevent free format misunderstandings. This file will therefore serve as a **guideline** for the ROC so that they will know under which folder a specific document should be placed once it is available.

#### **Commercial Information**

Under each account, there will be one general folder of '**Commercial Information (Account Level)**' valid for all locations – such as the contract or master agreement – and a specific number of other folders labelled by the countries in which Philips Lighting serves its customer. Per country folder, a separate folder will be provided for each location in that country. All location folders will then consist of the following five folder titles: 'Site Information', 'Project Information', 'Product & System Information', 'Service Information', and 'Reporting'. If there are no files available for a particular folder yet, this folder should not be included for the reason that having empty folders in the portal would seem unprofessional; hence, only folders with files in it should be visible to the customer.

#### **Site Information**

The first folder '**Site Information**', will include all documents the customer has to describe the sites that it wants to reconstruct as this will give Philips a good starting point for the initiation of its project and later allows the customer to make a comparison of the changes from before and after the Philips system is installed.

#### **Project Information**

The second folder **'Project Information'**, is where all documents regarding the process from audit to the hand-over of the project to the customer will be uploaded.

### **Product & System Information**

The third folder **'Product & System Information'** is quite straightforward, as it contains all information a company might need when it has technical or administrative questions regarding the products or system it bought. This folder is categorized into four sub-folders – **'Bill of Materials'**, **'Data Sheets'**, **'Manufacturing'**, **'User Manuals'**, and **'System Brochures'**. 'User Manuals' includes technical documents such as troubleshooting, installation, storage/transport, maintenance, operation, commissioning, end-of-life, and safety manuals, guides or leaflets. The sub-folder 'System Brochures' provides the customer with the marketing brochures of the systems it bought, for example brochures relating to CityTouch or InterAct Office.

### **Service Information**

After the hand-over of the project to the customer, the service contract commences; hence, a folder named **'Service Information'** will be dedicated to all documents involving services. The folder will be divided into three regular sub-folders – **'Service Manuals'**, **'Service Schedule'**, and **'Training'** - and one optional sub-folder for **'Spare Parts'** depending on the contract with the customer. A suggestion was made to include a document for customers in the portal that shows all events listed in the contract in a single 'Service Schedule' document so that customers do not need to search through the whole contract anymore to find this information. The folder 'Spare Parts' is advised to be included only if the customer does the replacement itself and will need to know the numbers of the spare parts to order. If this is not the case, the traceability of spare parts may just be an internal issue only concerning Philips – hence, there may not be any need for the customer to have this information available in the portal.

### **Reporting**

The last folder on the list is the **'Reporting'** folder, which contains most of the reporting done as the name already suggests. Sub-folders include **'Data Analytics'**, **'Annual Reports'**, and **'Assessment & Health Checks'**. The folder 'Assessment & Health Checks' will again be divided into two sub-folders titled **'Assessment'** and **'Health Checks'** as there is only one assessment done at start of the service contract period and multiple health checks are done on an annual or biannually basis. All yearly health checks should be uploaded with a title that includes the date, such as 'Health Check 2017' or 'Health Check 2018'.

### **Whom to get the documentation from?**

Generally, the project manager of the related system (e.g. InterAct Office or CityTouch) is responsible for delivering all the documentation on a certain project. These contacts can be found in the Market Activation Portal under the relevant system folder. As the responsible individuals keep changing it is not possible to keep a list of it.

## 8 EPILOGUE: CRITICAL REFLECTION AND EVALUATION FORMS

### 8.1 Critical Reflection

#### *PART I - Critical Reflection on Project*

The initial request for me was to create an implementation plan in which I described how to launch the MyServices Portal within Philips markets for a significant impact. As I tried to formulate the problem definition of the customer portal project it left me feeling confused as every team member in the Services team had a different perception on the project. It took me quite some time to properly understand the real underlying problem.

During a team meeting in October, when I had just finished negotiations with the partner supplier about the necessary improvements in functionality of the MyServices Portal, I found out that management generally did not attach much value to the customer portal, and even had thoughts of shelving the project. It felt wrong to write an implementation plan for a service that would not be implemented anyways. I then decided to change the problem definition to ‘evaluating the value of the portal, and identify opportunities through which it could add more value to BU Services business model’. I was highly motivated to deliver a successful thesis with real added value. Although this did cause some time-delay for my thesis, it did result in a research that points out the pain points and therefore actually does provide Philips Lighting with ‘food for thought’.

It was a challenge to cope with two different parties, as the company mentor wanted me to speed up the process whereas my university supervisor told me to think things through thoroughly before conducting the research and writing everything down. As it was my first time to write a thesis, I was quite uncertain about whether I was doing the right thing - which caused me to wait too long to get feedback from my Philips supervisor and university mentor in the earlier stages of the project period. I noticed that my perfectionistic nature causing this uncertainty did sometimes stand in the way of making progress; however, as I was working towards the end of the project, I gradually let loose of this and started taking more initiative in decision-making. This is a point that I would like to improve even more in the near future. Even though I am quite stubborn, I was eager to learn from the feedback I received, and carefully considered it before applying it.

I learned another thing or two concerning the importance of the customers’ perception. At first, I had thought that it was alright not to interview the customers because management did not think it was needed; however, I soon realized that this was not the right judgement. ‘How can you evaluate the value of the portal if you do not know what the end-customer’s expectations are?’ is the thought

that often crossed my mind. After having this mindset validated by a university professor, I pursued the management to allow me to speak with more customers. Even though I did not interview many of them, I now understand the essence of the customers perception in the development of a new product or service for them – that they were actually the most thankful for being heard – and that this should not be based on internal perceptions.

### **PART II – Reflection on Learning Goals**

In the professional pre-paper that I had written as preparation of the graduation internship, I listed my objective to learn more about marketing, strategic planning, and e-commerce. I did not learn much concerning regular operational activities regarding marketing and e-commerce; however, I did learn more about these on a strategic level as my thesis combined aspects of both areas on a strategic level. Having talked with former classmates about their graduation projects, I think that I was lucky to have had the opportunity deal with strategic planning in the way I did with the customer portal.

The official position as ‘project management intern’ that I took, did not really seem to fit me as a person and future ambitions. Rather than doing administrative activities, I would prefer a job that allows me to be more creative. Nevertheless, it was still a good experience that improved my organizing skills, and challenged my ability to persuade people. I had also sought to improve my communication skills, and noticed that I made some progress in this area.

I had dealt with some issues in the workplace that were out of my control, but remained calm while dealing with it and quickly moved on. I could have looked at it pessimistically, but I chose to perceive it as a good lesson in conflict management. I would like to deepen my knowledge in change management a little more since I encountered the challenges of a changing environment and the so-called “no-no’s” – as Kotter likes to call them – often while working in the services department.

Lastly, I still want to improve my stress management. As I was stressed about not being able to finish my thesis due to the unrelated project management tasks that I needed to do, I want to become more flexible so that I will be able to better manage multiple projects at the same time. On the other hand, I should also be able to state my limits better, and learn to be firmer with respect to what I accept from others and what I do not. I did do so during my internship, but I want to become more assertive in doing so.

### **PART III – My Ambitions**

This upcoming February I am going to visit Hanyang University, where I will speak to a professor about the possibilities to enter the MBA Korean and Asian Studies track. In order to be able to do this

program I have to apply for the Korean Government Scholarship Program for which only one individual will be chosen within the Netherlands per year.

During my trip to Korea I will reflect on my ambition to go study in Korea, to see whether I really am willing to do so for three years or whether I would rather find a job or traineeship in the Netherlands. I have started application procedures for the latter option, and hope to get a job related to my field of study starting March 2018. Depending on the job offer I may receive, I may prefer to stay in the Netherlands; however, I also became more open-minded towards job opportunities in other countries besides Korea.

During my internship became aware of my wish to do something more creative, and I think a marketing-related job would grant me with this opportunity. Specific areas that I would like to explore more are branding, and promotional management. I had also realized that I would like to pursue a job in which I have more affinity with the product or service being sold. Lighting technology is interesting, and I really think that it is amazing how these technologies can influence one's health and safety, yet I would prefer to find a job either at a Korean company or any company conducting business with Korea, or a job in the fashion, apparel, cosmetics, food, hospitality, or automotive industry.

## 8.2 Evaluation Forms

### IBMS SUPERVISOR

1 <sup>st</sup> EVALUATION GRADUATION PROJECT	
<b>Student:</b>	Kyra vd Valk
<b>Company:</b>	Philips Lightings
<b>IBMS supervisor:</b>	N. Kwanjai
<b>Date:</b>	09-10-2017

	Excellent	Good	Average	Bare Pass	Fail
<b>OVERALL ASSESSMENT OF STUDENT PROJECT MANAGEMENT PERFORMANCE</b> (code: 2263IP8PRO):		X			
<b>REMARKS/SPECIAL CIRCUMSTANCES</b> <ul style="list-style-type: none"> <li>Kyra was very motivated and worked hard to get her project going.</li> <li>Because of the company's situation and the "internship" condition, she also needed to work on assignments, which although related to her thesis, also required some extra time to carried out.</li> <li>Kyra grappled with defining the exact decision problem and research problem but in the end could formulated a set of workable solutions to start executing the project.</li> </ul>					

(Please turn over for detailed assessment)

**Evaluation Professional Behavior:**

	Excellent	Good	Average	Poor	Cannot say
<b>Knowledge &amp; Understanding:</b> The student demonstrates a solid theoretical background; is able to choose adequate theoretical models and tools.		X			
<b>Research skills/critical thinking:</b> The student is able to ask the relevant research questions and to design a research.		X			
<b>Research skills/critical thinking</b> The student is able to come up with informed judgments; keeps a focus on the core issues, reviews the situation from different angles.		X			
<b>Communication:</b> The student can speak and write business English proficiently.		X			
<b>Communication:</b> The student is able to professionally participate in meetings and presents ideas and results in a professional way.					X
<b>Creativity/problem solving:</b> The student demonstrates originality and inventiveness in his approach and puts forward his own solutions to the problem.		X			
<b>Creativity/problem solving</b> The student identifies creative but plausible solutions and takes financial and organizational consequences into account.			X		
<b>Project management/pro-activity:</b> The student is able to organize his work in a planned and well-structured manner and is always well-prepared.	X				
<b>Project management/pro-activity</b> The student takes initiative, is pro-active and works independently, reacts adequately to feedback.	X				
<b>Organizational sensitivity/collaboration:</b> The student has an adequate overview of the problem for the organization, is sufficiently critical towards the organization.		X			
<b>Organizational sensitivity/collaboration:</b> The student understands the formal and informal culture of the company, asks support and input from others.		X			
<b>Learning skills:</b> The student is able to set personal learning objectives and can be self-critical. Asks for feedback and is willing to learn.		X			
<b>Overall score:</b>		X			
<b>REMARKS:</b>					

1 <sup>st</sup> EVALUATION GRADUATION PROJECT: Plan of Approach	
Student:	Kyra van de Valk
Company:	Fontys Eindhoven
Company Mentor:	Theo Bader
Date:	15 January 2018



Plan of approach:	Excellent	Good	Average	Poor	Cannot say
The problem background and context of the problem situation are clearly <u>formulated</u> and the problem definition is succinctly summarized.			X		
The objectives and deliverables are clear, realistic and feasible and in line with the expectation of the company.			X		
Research questions and research design are appropriate			X		
Plan is well written, to the point and concise, lay-out and design are well cared for.			X	X	
Overall Evaluation Plan of Approach:			X	X	

REMARKS:

Kyra had a slow start during the summer of 2017. She was very strict to the original request from school and also from the predefined set planning periods. (although she had some extra weeks as she started earlier) It was agreed she would work partly on her thesis and partly supporting the services team. She struggled in finding the balance, and in my view that frustrated her a lot. Also it took her a long time before she was going to start the interviews, and she had difficulties in sharing her ideas and plan forward. Only when she could focus on her thesis, and when the interviews were ongoing, when she dared to change her original model (being the 8 Ps) then I saw a smiling and more confident Kyra. So I hope this traineeship was a good learning exercise in being critical to the customer (school in this case) and dare to change plans, be open to suggestions from others and adopt the slogan "plans are wrong, but planning is essential".

I wish you all the best in the future and thanks for the trust you have given me to be your mentor

Theo

(PTO)



## Evaluation Professional Behavior:

	Excellent	Good	Average	Poor	Cannot say
<b>Knowledge &amp; Understanding:</b> The student demonstrates a solid theoretical background; is able to choose adequate theoretical models and tools.					
<b>Research skills/critical thinking:</b> The student is able to ask the relevant research questions and to design a research.					
The student is able to come up with informed judgments; keeps a focus on the core issues, reviews the situation from different angles.					
<b>Communication:</b> The student can speak and write business English proficiently.					
The student is able to professionally participate in meetings and presents ideas and results in a professional way.					
<b>Creativity/problem solving:</b> The student demonstrates originality and inventiveness in his approach and puts forward his own solutions to the problem.					
The student identifies creative but plausible solutions and takes financial and organizational consequences into account.					
<b>Project management/pro-activity:</b> The student is able to organize his work in a planned and well-structured manner and is always well-prepared.					
The student takes initiative, is pro-active and works independently, reacts adequately to feedback.					
<b>Organizational sensitivity/collaboration:</b> The student has an adequate overview of the problem for the organization, is sufficiently critical towards the organization.					
The student understands the formal and informal culture of the company, asks support and input from others.					
<b>Learning skills:</b> The student is able to set personal learning objectives and can be self-critical. Asks for feedback and is willing to learn.					
<b>Overall score:</b>					
<b>REMARKS:</b>					

<b>FINAL EVALUATION GRADUATION PROJECT</b>	
<b>Student:</b>	Kyra vd Valk
<b>Company:</b>	Philips Lightings
<b>IBMS supervisor:</b>	N. Kwanjai
<b>Date:</b>	09-01-2018

	Excellent	Good	Average	Bare Pass	Fail
<b>OVERALL ASSESSMENT OF STUDENT PROJECT MANAGEMENT PERFORMANCE</b> (code: 2263IP8PRO):					
<b>FILL IN MARK 1-10 !</b>	<b>8.0</b>				
<b>REMARKS/SPECIAL CIRCUMSTANCES</b>  <p>The grade I stated above reflects my assessment of the student's professional conduct during the entire process. My reasons are as follows:</p> <ul style="list-style-type: none"> <li>Kyra conducted herself professionally and was highly motivated to achieve the best.</li> <li>Although she took some time to internalize feedback, she invariably did make use of the feedback in her own pace and eventually incorporate it to deliver a well-thought out and painstaking results.</li> <li>Kyra faces the challenges of the process to transition from a "student" to an independent scholar and practitioner well. She dealt with some difficult work situations, outside of her control, well. In the end, she has developed more independent thinking and initiative.</li> <li>Towards the end of her project, I was unable to provide the needed consultation, due to my health condition after an accident. Given this, it is commendable that Kyra managed to stay focused on the project and carried on with her work virtually independently based on our prior discussion.</li> </ul>					

(Please turn over for detailed assessment)

## Evaluation Professional Behavior:

	Excellent	Good	Average	Poor	Cannot say
<b>Knowledge &amp; Understanding:</b> The student demonstrates a solid theoretical background; is able to choose adequate theoretical models and tools.		X			
<b>Research skills/critical thinking:</b> The student is able to ask the relevant research questions and to design a research.		X			
<b>Research skills/critical thinking</b> The student is able to come up with informed judgments; keeps a focus on the core issues, reviews the situation from different angles.	X				
<b>Communication:</b> The student can speak and write business English proficiently.	X				
<b>Communication:</b> The student is able to professionally participate in meetings and presents ideas and results in a professional way.					X
<b>Creativity/problem solving:</b> The student demonstrates originality and inventiveness in his approach and puts forward his own solutions to the problem.		X			
<b>Creativity/problem solving</b> The student identifies creative but plausible solutions and takes financial and organizational consequences into account.		X			
<b>Project management/pro-activity:</b> The student is able to organize his work in a planned and well-structured manner and is always well-prepared.	X				
<b>Project management/pro-activity</b> The student takes initiative, is pro-active and works independently, reacts adequately to feedback.	X				
<b>Organizational sensitivity/collaboration:</b> The student has an adequate overview of the problem for the organization, is sufficiently critical towards the organization.	X				
<b>Organizational sensitivity/collaboration:</b> The student understands the formal and informal culture of the company, asks support and input from others.		X			
<b>Learning skills:</b> The student is able to set personal learning objectives and can be self-critical. Asks for feedback and is willing to learn.	X				
<b>Overall score:</b>	8.0				
<b>REMARKS:</b>					

<b>FINAL EVALUATION GRADUATION PROJECT</b>	
<b>Student:</b>	Kyra van de Valk
<b>Company:</b>	Philips Lighting
<b>Company Mentor:</b>	Theo Bader
<b>Date:</b>	05 january 2018

<b>EVALUATION END RESULT</b>	<b>Excellent</b>	<b>Good</b>	<b>Average</b>	<b>Poor</b>	<b>Cannot say</b>
The problem background, the problem definition, objectives and deliverables are clear, realistic and feasible.		X			
Research design is appropriate, the research was properly executed and the conclusions are relevant and in line with the research results		X			
Recommendation and solutions are effective and feasible and in line with the expectations of the company.			X		
Thesis is well written, to the point and concise, lay-out and design are well cared for.		X			
Overall Evaluation End result:		X			
<b>REMARKS:</b> Although the subject (customer portal) is quite small for a thesis on bachelor level, Kyra was able to lift the topic to an higher level by using different theoretical model and validating this with many different stakeholders. She did this in a very complex organization where the interests are not always at the same direction.  I find it brave from her, she shared her view on paper which deviates from the services team view. Of course the consequence of these clear statements without having a buy-in from your stakeholders, is that her					

(PTO)

## Evaluation Professional Behavior:

	Excellent	Good	Average	Poor	Cannot say
<b>Knowledge &amp; Understanding:</b> The student demonstrates a solid theoretical background; is able to choose adequate theoretical models and tools.		X			
<b>Research skills/critical thinking:</b> The student is able to ask the relevant research questions and to design a research.		X			
The student is able to come up with informed judgments; keeps a focus on the core issues, reviews the situation from different angles.			X		
<b>Communication:</b> The student can speak and write business English proficiently.	X				
The student is able to professionally participate in meetings and presents ideas and results in a professional way.			X		
<b>Creativity/problem solving:</b> The student demonstrates originality and inventiveness in his approach and puts forward his own solutions to the problem.		X			
The student identifies creative but plausible solutions and takes financial and organizational consequences into account.		X			
<b>Project management/pro-activity:</b> The student is able to organize his work in a planned and well-structured manner and is always well-prepared.			X		
The student takes initiative, is pro-active and works independently, reacts adequately to feedback.		X			
<b>Organizational sensitivity/collaboration:</b> The student has an adequate overview of the problem for the organization, is sufficiently critical towards the organization.		X			
The student understands the formal and informal culture of the company, asks support and input from others.			X		
<b>Learning skills:</b> The student is able to set personal learning objectives and can be self-critical. Asks for feedback and is willing to learn.		X			
<b>Overall score:</b>		X			

### REMARKS:

Kyra works very independently. Which is a great skill, but the pitfall is she hesitates in asking feedback and share views regularly to check whether her view is correct. In these 6 months it took her a long time to real start interviewing people, and although we have given feedback on her original chosen model was probably not the best, it took her a long time to change the model. I am really impressed how she organized all these 26 interviews and translated all results in a structured way.

As part of the (very demanding) global services team, I observed it was tough for her to manage these two stakeholders (school and Philips) in a balanced way.

As final result, she has shared her storyline in a condensed storyline to main stakeholders. I appreciate she took my feedback (given her during the dry-run) in a professional way, so the final presentations went very well.