



# CAMBRIDGE SERVICE ALLIANCE

At the forefront of service transformation in the digital era

- Achieve competitive advantage through pioneering research from one of the world's leading universities.
- Learn how other innovative organisations are developing new services.
- Embed service thinking throughout your organisation.
- Collaborate with our consortium to experiment with new digital service technologies.

# THE CAMBRIDGE SERVICE ALLIANCE

- A unique global alliance between businesses and the University of Cambridge.
- Bringing together the world's leading firms and academics.
- Committed to experimenting, designing and delivering today the tools, education and insights needed for the complex service solutions of tomorrow.
- Since its inception in 2010 industrial partners have included BAE Systems, Caterpillar, GEA, IBM, Pearson and Zoetis.

## World-leading research that delivers service transformation

Providing services is a proven and effective way to secure a competitive position, deliver long-term stable revenues and open up new market opportunities. However, it is also clear that organisations are struggling to make the shift to services. Understanding where opportunities for service innovation lie, how best to create and capture value, whether both the market and your organisation are all ready for change are all challenging questions and because servitization is still a relatively new business strategy there are few management tools available.



The Cambridge Service Alliance aspires to help organisations to address the challenges they will face **in the next three to five years**, through research and education programmes.

- Identifying best practices to enable a successful service strategy transformation;
- Defining future business models that will best create and capture value in the digital era;
- Helping firms recoup the financial benefits they expect to gain through services;
- Identifying and experimenting with new service technology to enable these business models;
- Establishing how innovation in performance information and analytics enables a seamless customer experience.

# JOIN THE CAMBRIDGE SERVICE ALLIANCE

Access pioneering research from one of the world's leading universities

Benefit from up to three years of new research streams each year focusing on the core issues that firms are facing along the servitization journey.

Learn how to succeed at service transformation from other innovative organisations

Share your challenges and approaches with non-competing organisations through our Community of Interest programme and join us at Cambridge Service Week, our annual flagship event that brings together industrialists, academics and policymakers to consider the latest thinking around servitization.

Embed service thinking throughout your organisation

IfM's knowledge-transfer arm, IfM Education and Consultancy Services, helps partners to put Alliance research findings into practice through consultancy delivered by Industrial Fellows, all of whom have experience of working with multinational companies at a senior level. Partners also benefit from complimentary places on our training courses plus access to a wealth of resources such as webinars, blogs and regular executive briefings.

Join at a level that suits your organisation

Choose from three membership packages depending on the type of engagement you are looking for. **See pages 8 and 9 for details.**

# BENEFIT FROM WORLD-LEADING RESEARCH

Each year the Alliance focuses on key research addressing the real-world challenges faced by our partners. Blue sky thinking is critical for organisations that want to achieve long-term competitive advantage but only if it has practical application. Our research streams are co-designed with our Gold partners, guaranteeing their relevance to significant industrial problems.

## GOLD

Join the research Steering Committee and directly shape the research in all streams

## SILVER

Join two of the research streams

## BRONZE

Join one of the research streams

# 2018 PROGRAMME

## Experimentation with new digital services technologies

In collaboration with our Industrial Partners the research programme for 2018 will focus on prototyping proof of concepts, and having a digital roadmap which contains the required blocks to build a digital platform in the future, to operate and link technologies such as blockchain and AI. Our first pilot aims to reinvent the contracting systems of large industrial firms to help the design and delivery of smart services. The second pilot aims to develop the application of machine learning to manage and monitor customer experience to reduce friction during key moments of truth. Other ongoing research available for partner collaboration includes: **ecosystems**; **digital transformation strategy**; **prognostic analytics**; and **digital platforms**.

## Examples of applying research in practice

### Experimenting with Caterpillar to enhance customer experience

In collaboration with Caterpillar and Finning (Caterpillar UK Dealer) we developed better tools for customer experience measurement, using **machine-learning approaches** for identifying sources of friction and pain-points in the customer experience.

### Ecosystem mapping underpins change in strategy for Zoetis

Leading animal health company, Zoetis, found that one of its medicines was failing to penetrate the market as expected. The Service Alliance ran a research study using **ecosystem mapping** and an Alliance tool called the **Value Canvas**, first to fully understand the market, including all its influencers and actors, and then to identify direct and indirect value exchange.

### Helping our industrial partners to shift to services

We developed and tested 'a set of five tools for making the shift to services':

- 1 The seven critical success factors in the shift to services;
- 2 The service design method: a business approach;
- 3 The piloting and managing service portfolio: a lifecycle method;
- 4 The five tensions in piloting services; and
- 5 The ten rules for service pricing.

# LEARN FROM OTHER INNOVATIVE ORGANISATIONS

## GOLD

Access three Col meetings

## SILVER

Access three Col meetings

## BRONZE

Access three Col meetings

## Community of Interest meetings

The Cambridge Service Alliance brings together non-competing firms with a common interest in blue sky thinking, who are keen to unlock the value of digital technology and innovate their business models and make the shift to services and solutions. The Community of Interest (Col) enables our partners to share experiences and ideas in an open forum, learn directly from one another and participate in current thinking around servitization in the digital era.

## GOLD

Direct Service Week as part of the Steering Committee, plus 20 free places

## SILVER

5 free places at Service Week

## BRONZE

5 free places at Service Week

## Cambridge Service Week

This is a series of events hosted by the Cambridge Service Alliance, which bring together leading academics, industrialists and policy-makers to address the evolving challenges facing service education, research, practice and policy. This thought leadership event has been successfully running for eight years, and, in collaboration with its Industrial Partners, has become a flagship event in the world of services. It is a unique opportunity to meet with like-minded people and a great chance to network with prospective new Industrial Partners of the Alliance. Themes for the event to date have included 'Bridging to "new" service technology', 'Creating Customer Value Through Services', 'Future of Services in a Digital Age', and 'Successfully Making the Shift to Solutions'. Keynote speakers at Service Week over the years have included companies such as IBM, Alibaba, Siemens, Rolls-Royce, Thales, Emirates Airline, Uber, Trackunit, ABB, Zoetis, GE, and SAP, among others.



# EMBED SERVICE THINKING THROUGHOUT YOUR ORGANISATION

› 'IfM ECS is helping us to establish tools which look across our ecosystem and systematically consider new ways that we could work with key players. This is helping to shape innovative proposals and delivery arrangements for new products and services for our customers. The tools and experiences are unique in this area and add real value.'

PAUL ANDREWS, HEAD OF SERVICE SYSTEMS ENGINEERING,  
BAE SYSTEMS

## GOLD

Long-term research-led engagements

## SILVER

5 days of consultancy

## BRONZE

No consultancy

## THROUGH CONSULTANCY

The Cambridge Service Alliance partners with the Institute of Manufacturing's knowledge-transfer arm, IfM Education and Consultancy Services (IfM ECS), to help put Alliance research into practice within the partner organisations. IfM ECS has a team of Industrial Fellows – all with experience of working with multinational companies at a senior level – who work very closely with the research team to help apply new approaches to servitization.

### Embedding ecosystem value mapping in BAE Systems

Ecosystem and value mapping research was one of the Alliance's core themes. This led to the development of a structured approach to ecosystem mapping that could be applied to organisations through workshops to give them a deeper understanding of the business ecosystems in which they operate, as well as the value exchange (direct and indirect) between stakeholders. Seeing the value of this approach, BAE Systems has rolled it out internationally using IfM ECS to run 'train the trainer' workshops across the organisation.

# THROUGH TRAINING

The Cambridge Service Alliance currently runs two short courses based on its research

## GOLD

5\* free places

## SILVER

5\* free places

## BRONZE

5\* free places

### Ecosystem strategy

This one-day course shows delegates how to understand their business's ecosystem and to leverage partnerships within it in order to deliver services quickly and effectively. The course gives delegates new insights into:

- › What their business ecosystem is and why it is vital in service delivery;
- › How to build partnerships to share capability and capacity across multiple companies;
- › How innovation can work through partnerships;
- › How to identify and address weaknesses in the ecosystem.

## GOLD

5\* free places

## SILVER

5\* free places

## BRONZE

5\* free places

### Making the shift to services

By the end of this two-day workshop, delegates are able to use Alliance tools to design new services and improve existing ones and to support the successful integration of services into their organisation. The course gives delegates new insights into:

- › How firms design and re-design services and service offerings;
- › How prototyping a service works;
- › How tools such as emotion mapping, process mapping, business model innovation and blue-printing play a role in service design;
- › How to manage the transition and the service journey;
- › How big data is optimising service delivery and aiding the design of better service solutions.



› 'Great overall process of understanding how to develop new business opportunities and understand the customer perspective.'

# CHOOSE FROM THREE TYPES OF MEMBERSHIP

We offer three different types of membership so that organisations can choose the level of engagement that suits them best. Whichever level you join at, you will benefit from access to the latest thinking about servitization from some of the world's leading academics and from other organisations who are leading the way in service innovation.

## GOLD

Join 3 of the research streams

Join us at 3 Community of Interest meetings

Organisational participation and 20 free places at Cambridge Service Week

Long-term research-led engagements

5 free places on Alliance Training courses\*

Access the latest tools and techniques

Facilitated access to a network of wider University of Cambridge experts

Access to audio & visual material

Association with the University of Cambridge

## Gold

- Influence the direction of Cambridge Service Alliance research through participating as a member of the Steering Committee. By shaping the future research agenda, you will be perfectly positioned to take advantage of the services and solutions of tomorrow
- Access to three streams of research, with a key research lead managing the relationship to ensure research projects are progressed and knowledge is transferred into your organisation
- Access to three Community of Interest meetings, where you can network and discuss the latest research and service opportunities with like-minded organisations
- Organisational participation at Cambridge Service Week (20 complimentary places)
- Research-led consultancy engagements, co-producing the latest service research and transferring the latest tools and techniques into your organisation
- Five complimentary places at a Alliance open courses\*, helping to get key stakeholder engagement and commitment to services within your organisation
- Access the latest tools and techniques that could impact your organisation
- Facilitated access to a network of wider University of Cambridge experts in related fields
- Priority access to audio and visual material produced by the Alliance
- Brand association with the University of Cambridge

<b>SILVER</b>
Join 2 of the research streams
Join us at 3 Community of Interest meetings
5 free places at Cambridge Service Week
5 days of consultancy in the fields of shift to services or ecosystems
5 free places on Alliance Training courses*
Access to audio & visual material
Association with the University of Cambridge

## Silver

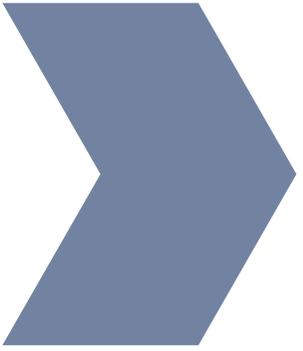
- Access to two streams of research, with a key research lead managing the relationship to ensure you are kept abreast of the latest developments in these areas.
- Access to three Community of Interest meetings, where you can network and discuss the latest research and service opportunities with like-minded organisations.
- Participation at Cambridge Service Week (5 complimentary places).
- Five days of consultancy in the fields of shift to services or ecosystems.
- Five complimentary places at Alliance open courses\*, helping to get key stakeholder engagement and commitment to services within your organisation.
- Priority access to audio and visual material produced by the Alliance.
- Brand association with the University of Cambridge.



<b>BRONZE</b>
Join 1 of the research streams
Join us at 3 Community of Interest meetings
5 free places at Cambridge Service Week
5 free places on Alliance Training courses*
Access to audio & visual material
Association with the University of Cambridge

## Bronze

- Access to one research stream, with a key research lead managing the relationship to ensure that you are kept abreast of the latest developments in this area.
- Access to three Community of Interest meetings, where you can network and discuss the latest research and service opportunities with like-minded organisations.
- Participation at Cambridge Service Week (5 complimentary places).
- Five complimentary places at a Alliance open courses\*, helping to get key stakeholder engagement and commitment to services within your organisation.
- Priority access to audio and visual material produced by the Alliance.
- Brand association with the University of Cambridge.





## ACCESS A WIDE RANGE OF RESOURCES

In order to maximise the impact and application of our research, the Alliance provides a wide range of accessible outputs from its research and collaboration activities. These are designed to be shared across partner organisations. These resources can help your organisation to address cultural, strategic, technical and practical servitization challenges. The material produced includes:

### Papers and reports

Monthly release of papers outlining how the research conducted is applicable for industry. Executive briefings and case studies presenting the research in an easily accessible format.

### Blogs and insights

The latest thoughts from our researchers on developments in servitization.

### Webinars

Interactive presentations developed for members to hear directly from the researchers about their research and its relevance to industry.

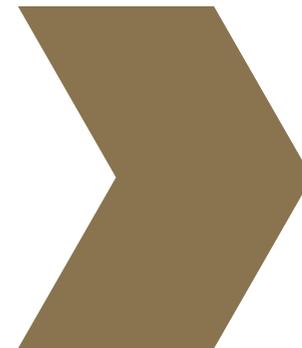
### Podcasts and videos

Audio interviews with researchers about the key points from the research streams and projects and videos on various topics about the work of the Alliance.

## OTHER BENEFITS FOR PARTNERS

### Influence, IP and brand association

- ▶ Partners who join the Steering Committee (at Gold level) are able to directly influence and commission new pieces of research. The Alliance ensures that there are only non-competing partners at the Gold level so that our research has a coherent direction.
- ▶ Membership can also allow the development of practical tools and techniques, which allows the sharing of IP developed through membership of the Alliance.
- ▶ There are also good brand association opportunities, both by working with the University of Cambridge and by collaborating with other member organisations of the Alliance.





➤ **‘One of the reasons why we cofounded the Alliance was to look at the future of services business. We wanted to combine, real-world problems facing industry and marry that together with high-end academic research into service and science, to look at what the best practice is in the space.’**

DAV BISESSAR, BUSINESS ARCHITECT FOR GLOBAL BUSINESS SERVICES, IBM

➤ **‘At Cambridge we are able do the blue sky thinking that most organisations simply don’t have the time for. By partnering with companies who want to unlock the value that servitization can deliver we have created a unique environment in which innovative thinking flourishes and is then tested and refined through practical application to deliver some truly impressive results.’**

PROFESSOR ANDY NEELY, DIRECTOR, CAMBRIDGE SERVICE ALLIANCE, AND UNIVERSITY OF CAMBRIDGE PRO-VICE-CHANCELLOR FOR BUSINESS AND ENTERPRISE

➤ **‘One of the key things about the Alliance is the non-competitive nature of the partners within it. That allows us to move away from some of the more traditional IP and confidentiality rules, to openly share our challenges, and really dig beneath the surface of some of the hype about digital, and get into the nuts and bolts about how we really deliver it and the challenges we all face.’**

CAROLINE BURSTALL, DIGITAL SERVICES MANAGER FOR INDUSTRIAL POWER SYSTEMS, CATERPILLAR

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