

Offerings

Cards

PROTEUS

How to use these cards

Use these PROTEUS Offerings Cards to inspire your planning and design of PSS solutions. Each card describes a product/service offering from the Danish maritime branch and gives a brief description of the offering and its intended contribution to value creation.

You can use the cards in many ways. Map the offerings you currently have in your company and see how many un-offered solutions you have left in your hand. Alternatively, use them in a design exercise, to create and discuss new PSS solutions that you could provide. Finally, use the colour-coding to focus on particular PSS types and see which of these types of PSS your company is strongest in! Have fun and be inspired!



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Call Centre

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PROTEUS

Channels

Call Centre

Organisational unit of the supplier offering personal remote assistance to the customer. The assistance provided to the customer can include advice from service technicians to support the customer in the operation or maintenance of the product as well as troubleshooting problems. A call centre can also act as a type of sales office by informing the customer of other available offerings. Whatever its function, a call centre can provide suppliers with useful first-hand information about the needs and problems of their customers.

Sales Office

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PROTEUS

Channels

Sales Office

Organisational unit of the supplier offering the possibility to order and purchase products and systems, dealing with a member of supplier personnel over the telephone or in person. The office can always be reached by telephone and often offers the customer information regarding product availability, through access to live stock level information systems. Strategically and globally distributed in affluent and active ports, sales offices often cover a specific geographical area, and may have additional structures that span across sales offices that are focused on key accounts or key market segments.

Sales Agent

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PROTEUS

Channels

Sales Agent

Third party sales personnel who receive a sales commission in return for generating new leads and sales, typically in regions or markets not covered by the supplier's sales offices. Sales agents can represent multiple suppliers offering the customer a wide portfolio of services. Sales agents are often used by suppliers as a way of evaluating the market interest in a particular location. This information can then be used when deciding whether or not they should establish a sales office in that location.

E-Commerce

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PROTEUS

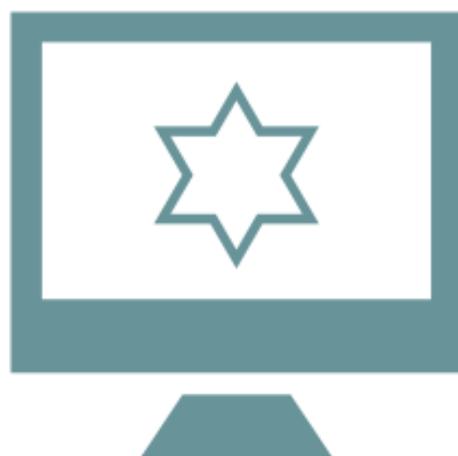
Channels

E-Commerce

Electronic marketplace accessible through the internet, where customers are able to scan the market and compare offerings across suppliers. E-commerce is often a fast, scalable and efficient means to support the customer with sales-related services such as purchase of spare parts, upgrades, placing enquiries, etc. This channel to the customer can also be used to promote after-sale services.

Online Services

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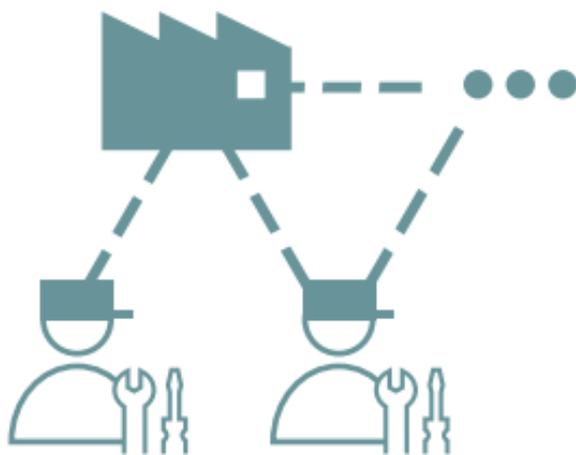
Channels

Online Services

Websites and mobile applications offered by the supplier that enable the customer to access a variety of digital services. Online services act as a hub providing customers with information and other personalised services, such as retrieving service reports, placing enquiries, etc.

Service Squad

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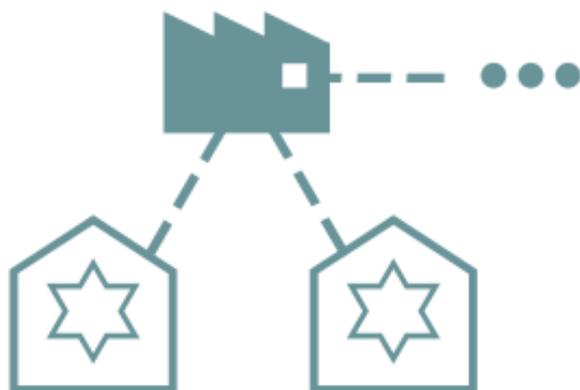
PROTEUS

Channels

Service Squad

Supplier's team or individual service technicians who can physically visit customer facilities in order to respond to customer issues. Service technicians can be based in strategic ports or at the company, and can be dispatched by helicopter in case of emergency.

Owned Service Stations



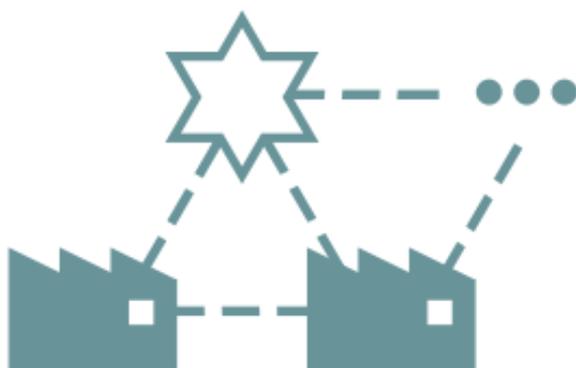
Channels

Owned Service Stations

Facilities owned by the supplier where services are offered to the customer. Service stations enable the supplier to offer the customer fast and quality operations, as stations are located in most strategic ports with service technicians employed by the supplier, in most cases certified for specific operations and products. Such services can vary, from maintenance to mounting of products to be shipped for special purposes. The service station often contains a large workshop facility.

Service Partnerships

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PROTEUS

Channels

Service Partnerships

Agreement between suppliers, enabling them to offer other suppliers' services to their customers.

Such a partnership, which is often agreed on a reciprocal basis (i.e. both suppliers can provide service on behalf of each other), offers the customer an extended contact network by increasing the number of locations where the supplier is represented. Under these partnerships service technicians are authorised to service multiple products/systems for multiple suppliers.



**Call
Centre**



**Sales
Office**



**Sales
Agent**



E-Commerce



**Online
Services**



**Service
Squad**



**Owned
Service Stations**

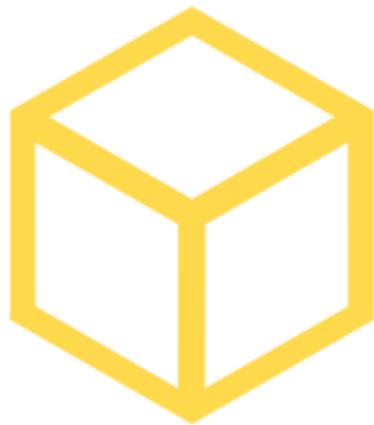


**Service
Partnerships**

Channels

Product Offered

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Products

Monitoring Equipment

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PROTEUS

Products



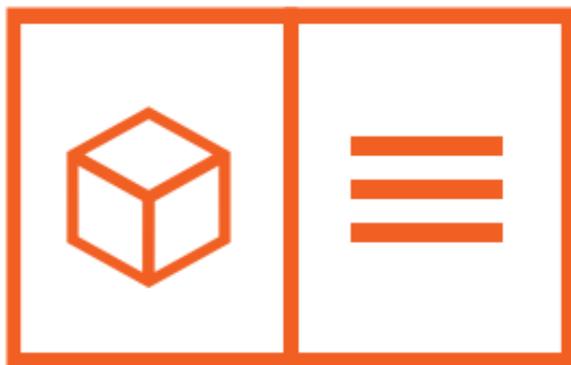
**Product
Offered**



**Monitoring
Equipment**

Product Manuals

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Product Use Services

Product Manuals

Guide containing information on product installation, operation, repair, etc., which may be provided in a digital or hard copy format. Manuals can help to reduce the demand on call centres or online digital services by providing basic information to address common questions and issues

Digital Product Manuals

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PROTEUS

Product Use Services

Digital Product Manuals

Digitalised versions of product manuals, easing the customer's navigation through the information provided in them. These can be online or in other intermediary formats (e.g. CD-ROM, USB). Digital manuals can be offered in a standardised product manual format (e.g. Shipdex Protocol), which can be directly implemented in the customers' computerised maintenance management systems (CMMS) and software application systems (ERP).

Technical Documentation

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PROTEUS

Product Use Services

Technical Documentation

Documentation that provides technical information about a product/system.

This documentation can contain information such as performance range, required service intervals, technical drawings and so on. The technical documentation is different from product manuals as they do not contain any information on operating or maintenance procedures.

Certificates

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PROTEUS

Product Use Services

Certificates

Documents attesting official recognition of products or services offered by the supplier to a customer.

Certificates can support customers to ease the identification process of whether or not the ship is in compliance with a given regulation. Certificates are usually offered along with the product, service and/or system.

Warranty

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PROTEUS

Product Use Services

Warranty

Written guarantee offered by the supplier, providing assurance to the customer that specific conditions and agreements are followed throughout the offering life cycle for a certain period of time. A warranty covers the customer against malfunctions or certain causes of breakdown of the product/system. By law warranties are always included in any purchase and can vary from region to region.

Extended Warranty



Extended Warranty

Extension of the guarantee offered in a warranty, covering more malfunctions than a standard warranty and/or prolonging the period of one already offered.

Spare Parts on Demand

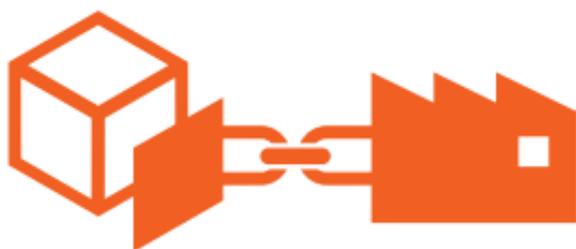


Spare Parts on Demand

Replacement of malfunctioning parts of a given product/system, delivered after the customer contacts the supplier. The spare part on demand is offered punctually, without any formal agreement. In some cases the supplier can act as a provider of other OEM spares, centralising and simplifying the process for customers. This type of agreement is the most common within spare parts services.

Spare Parts Owned by Customer

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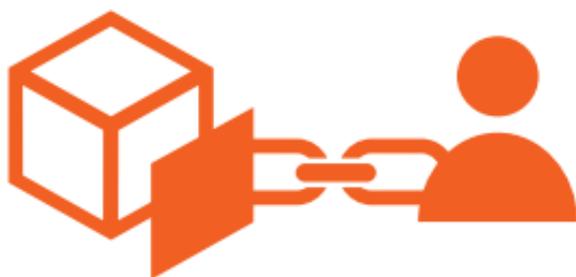
Product Use Services

Spare Parts Owned by Customer

Variant of spare part service, where the customer owns a set of spare parts that the supplier has in stock. In this exchange the customer is sure of the availability of the spare parts, which can be located onboard the ship or in the supplier's warehouse. This allows the customer to have a quality guarantee of the new or reconditioned products/components used.

Spare Parts Owned by Supplier

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Product Use Services

Spare Parts Owned by Supplier

Variant of spare part service, where the customer can exchange their used or worn-out product/component, for a new or reconditioned part that the supplier has in stock. The exchanged part will have the same quality, warranty and performance as the previously installed and can be offered at a reduced price. The supplier has the flexibility of swapping spare parts between the different customers. The latter mentioned is a sharing system between the customers facilitated by the supplier.

Spare Part Pitstop

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Product Use Services

Spare Part Pitstop

Extra set of spare parts, usually of a larger product/system requiring complex repair processes, offered by the supplier to the customer on-site, on the ship or at a stock facility.

The pitstop allows the customer to minimise downtime by reducing the time taken for repairs. For the supplier this represents an attractive way to increase revenue from sales of spare parts whilst also reducing the need for large inventories of stock.

Spare Part Kit

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PROTEUS

Product Use Services

Spare Part Kit

Package of spare parts for a specific repair task. The customer has the advantage to choose between 'standard' spares, 'recommended' and 'additional' parts from suppliers and sub-suppliers' products, which will be delivered as a kit, typically for storage onboard the ship.

Troubleshooting

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PROTEUS

Product Use Services

Troubleshooting

Problem-solving activity, performed by conducting a systematic search for the source of a given problem. This service is offered to a customer when the symptoms of a problem can have many possible causes. It is generally of high value for the customer to identify the source of the problem as quickly as possible. Troubleshooting services are particularly useful when monitoring systems have detected an unusual condition of the system but are unable to identify the cause. An important part of a troubleshooting service is to confirm that implemented solutions have restored the product or process to its original functioning state and to provide input to corrective maintenance services.

Repair

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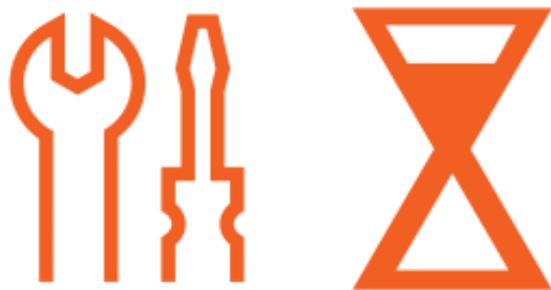
Product Use Services

Repair

Corrective improvement of a product/ system by bringing it to its original functioning state. Repair services can be provided to customers i) through unscheduled activity after a breakdown, known as corrective maintenance, or ii) as a prolongation of a preventive maintenance activity. The latter offers the customer the possibility to avoid breakdown times, eliminating subsequent losses of productivity and offering a more steadily planned flow of maintenance activities.

Time / Count-Based Maintenance

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Product Use Services

Time / Count-Based Maintenance

Maintenance based on a forecast of the requirement for maintenance of a product/system estimated by time or count-based systems. The prediction statistically determines when and what kind of maintenance is needed. A suggested schedule of maintenance is provided to the customer in the product/system manual. This offering helps the customer to have more control over scheduled inspections.

Condition-Based Maintenance

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Product Use Services

Condition-Based Maintenance

Monitored maintenance based on the condition of a given product/system. Condition-based maintenance (CBM) is used to schedule maintenance services for the product/system by tracking changes in a key set of indicators that can reveal a decline in system performance or an imminent system failure. This is achieved by real-time condition monitoring or by periodic measurements, called predictive maintenance (PdM). Both real-time and periodic monitoring require monitoring equipment to be installed. The two types of monitored maintenance differ from the time- or count-based maintenance, as the former are based on data available of the product/system at hand and the latter is a general prediction.

Reconditioning

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PROTEUS

Product Use Services

Reconditioning

Activity carried out to bring back a product/system to its original, close to original or even enhanced level of performance. Reconditioning can be achieved by readjusting and recalibrating the product/system, or through the repair of malfunctioning parts. This activity can be carried out as a standalone activity, or in connection with an inspection or a repair. It can be offered to be conducted only on certain parts of a system offered by a supplier.



**Product
Manuals**



**Digital
Product Manuals**



**Technical
Documentation**



Certificates



Warranty



**Extended
Warranty**



**Spare Parts
on Demand**



**Spare Parts Owned
by Customer**

Product Use Services



**Spare Parts
Owned by Supplier**



**Spare
Part Pitstop**



**Spare
Part Kit**



Troubleshooting



Repair



**Time / Count-
Based
Maintenance**



**Condition-Based
Maintenance**

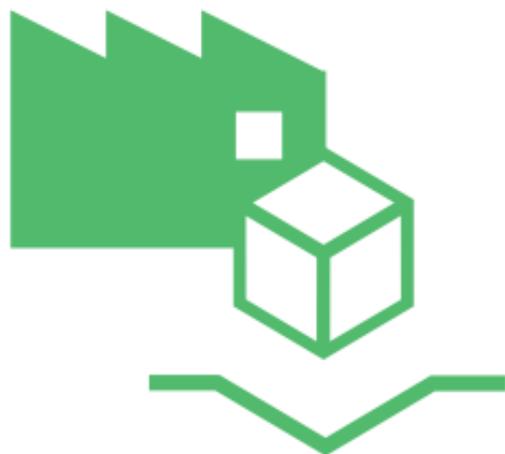


Reconditioning

Product Use Services

Installation of Products

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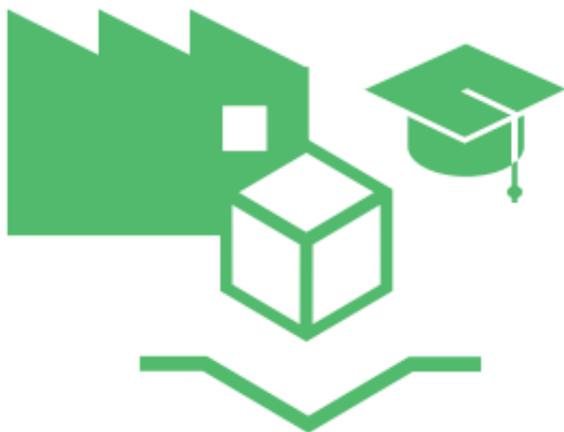
Product Life Services

Installation of Products

Locating and connecting a product/system onboard the ship ready for use. Installation by a qualified technician ensures optimal performance for the customer. Installation can occur during the new-build process of the ship, which will be offered as part of the commissioning of the product, or as part of a maintenance activity.

Installation Consultancy

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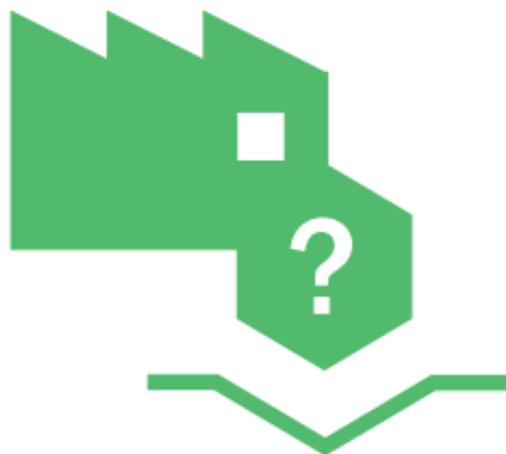
Product Life Services

Installation Consultancy

Advisory services provided during the installation process. Such services can be of benefit to the customer, when configuration of the product/system for the particular application is required to ensure optimal performance.

Installation of Other Companies' Products

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PROTEUS

Product Life Services

Installation of Other Companies' Products

Locating and connecting a product/system provided by another company onboard the ship ready for use.

This offering is usually provided via partnerships between companies, so resources are more effectively utilised and the customer receives a more efficient service.

Delivery

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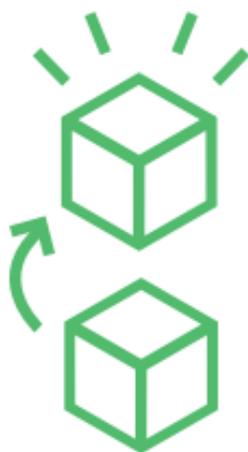
PROTEUS

Product Life Services

Delivery

Supplier service to transport a product/system or spare parts to the location specified by the customer, often within an agreed time period.

Upgrade



Upgrade

Enhancement to the performance of a product/system compared to that of previous installations. Upgrades offer the customer increased productivity and can be achieved in different ways, such as: adjusting and recalibrating the existing product/system, installing newer products/systems, upgrading software or hardware, etc. Upgrade is also commonly applied to systems composed of several products, where components or products can be replaced by ones using new technologies available on the market.

Retrofit Products



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PROTEUS

Product Life Services

Retrofit Products

Modification of an existing product/system, adding new technology or features. Some retrofit can be motivated by the introduction of a new technology, to suit new market demands, or to meet new regulations. With this offering the customer can be sure that regardless of contracted product/system performance, if the context (technology, demand or regulations) changes, action can be taken to adapt the product/system to the new context. Retrofit activities may vary for the given change in the context, from a simple adjustment to the installation (in which case it is similar to an “upgrade”) or redesign of whole new solutions.

Commissioning / Sea Trial

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PROTEUS

Product Life Services

Commissioning / Sea Trial

Support provided during the initial operation of a given product/system, once installation is finished.

Through this offering the customer can be sure the product/system has been installed correctly and is functioning as expected. Commissioning and installation are offerings that complement each other. First-hand training for crew members during sea trials is often a component of this service.

Take-Back Systems



Take-Back Systems

A recovery, dismantling and disposal service for an end-of-life product/system. This offering helps the customer to comply with end-of-life legislation, such as the WEEE Directive (Waste Electrical and Electronic Equipment). For the supplier, it is a source of revenue if the product/systems have been designed for profitable recycling. Take-back offerings can be an integrated element of maintenance activities, where products must be replaced and where price reductions can be accomplished on new products. Take-back systems are also a part of the exchange offering of spares, where the distribution/shipping element is vital in the offering, especially with the larger products.



**Installation
of Products**



**Installation
Consultancy**



**Installation of
Other Companies'
Products**



Delivery



Upgrade



**Retrofit
Products**



**Commissioning /
Sea Trial**



**Take-Back
Systems**

Product Life Services

Service Kits



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PROTEUS

Customer Activity Services

Service Kits

Package with the necessary tools, equipment and spare parts that service technicians bring to on-site activities. Kits can exist for several different service activities. Their use helps technicians to avoid service on-site, which otherwise would lack important components. This helps to ensure efficient and effective service activities, regardless of who (supplier or third parties) is performing the activity.

Academy

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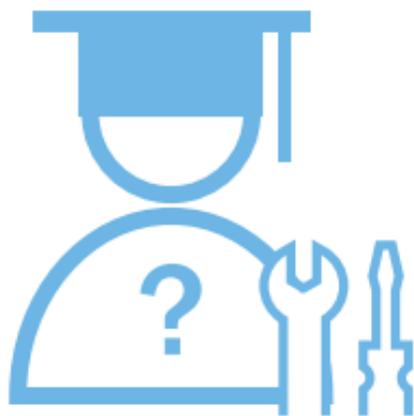
Customer Activity Services

Academy

Based on the supplier's expert knowledge of their product/system, training courses are offered to the customer to ensure that their crew have the necessary knowledge of how to operate and maintain the product/system. It is common to provide special courses on emergency situations. Courses can be offered together with product sales, in some instances this training may be required by law. Courses may also be offered when upgrades have been completed on the ship in order to update the crew on the operation of the new product and ensure optimal product use and performance. These services are a way to enhance value perception of the product and to reinforce customer relationships.

Training Other Companies' Technicians

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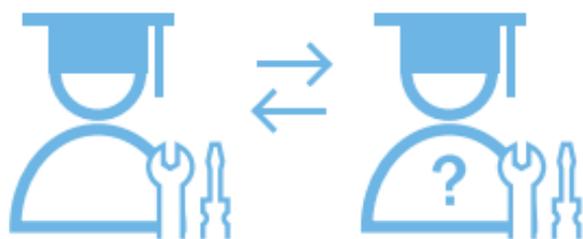
Customer Activity Services

Training Other Companies' Technicians

Leveraging the supplier's existing training competencies to offer training to third party technicians. This offering usually gives the customer greater geographical coverage and more agile service activities. It may be driven by a desire from the supplier to increase the geographical scope of where they can offer technical services. Alternatively, it may be seen as useful source of additional revenue in situations where technical services are not a strategic priority for the supplier. The supplier sells directly to third party technicians and so the end-customer is not directly charged.

Reciprocal Training

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PROTEUS

Customer Activity Services

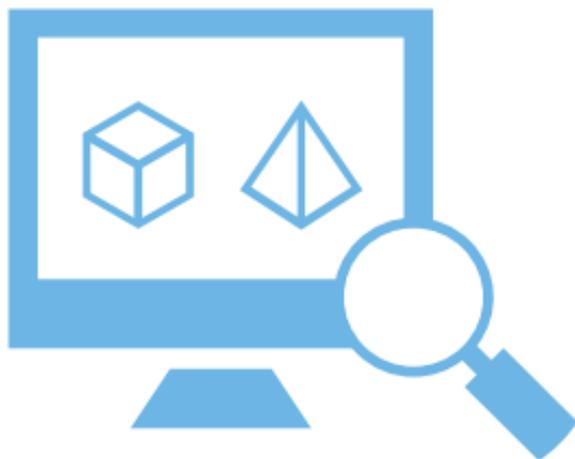
Reciprocal Training

Synergistic agreement between suppliers to train and become competent in providing service activities on each other's technologies.

Collaboration is achieved via a formal agreement, internally, plus a clear statement of authorisation, presented to the customer. The advantage for the customer is the reduction in transport costs and also amount of necessary contacts, to have their products serviced. This offering is seen often as part of a bigger service partnership, where suppliers also share service stations and/or workshops, thus expanding their worldwide presence.

Digital Catalogue Identification Support

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PROTEUS

Customer Activity Services

Digital Catalogue Identification Support

Support offered to the customer in a digital format, to identify a product and direct contact to the customer or technical service. This offering is most valuable for the customer during a product breakdown, where simple and fast IMPA code (International Marine Purchase Association) identification is vital for recovery. The digital catalogue helps suppliers to cut customer and technical service calls time by making sure customers have the right information about the right product.

Management Systems

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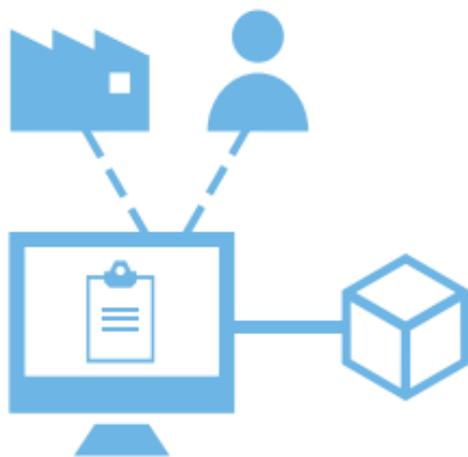
Customer Activity Services

Management Systems

Supplier's support through IT management systems. The management system is connected to the product and/or larger systems onboard the ship via monitoring equipment. The offering can be delivered in conjunction with, for example, software for monitoring, maintenance software, etc. This service helps the customer to gain better information about the product, opening up possibilities for better performance, service, support, etc.

Shared Management System with Customer

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PROTEUS

Customer Activity Services

Shared Management System with Customer

Supplier supports customer through enhanced knowledge and insight into the ship or fleet. The system can contain information on service history onboard the ship or across a whole fleet, including information such as service letters and performance tracking. The offering can be compared to online services. Within this offering, the information is applied via a shared software application, allowing both customers and suppliers to work on the same platform.

Proactive Contact

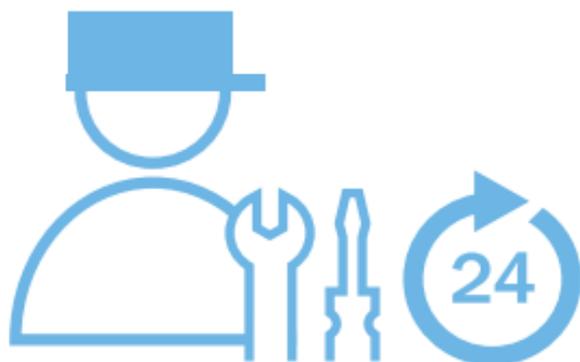


Proactive Contact

Supplier's activity to continuously improve contact with, and understanding of the customer, leading to better identification and satisfaction of the customer's needs. The shift towards customer-oriented business requires high levels of product and service/system information, as well as customer needs. This is usually achieved through CRM systems, PLM systems, service reports from the ship, online ship tracking (Fairplay), etc. Proactive contact is a core activity for customer-oriented companies, which compete on anticipating their customers' needs, without appearing to be obtrusive.

Service Technician On-Call

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PROTEUS

Customer Activity Services

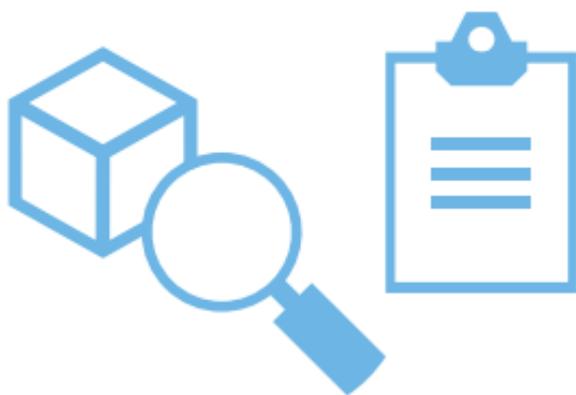
Service Technician On-Call

Remote support from technical experts on a given product/system.

This can be offered as part of a call centre or directly to individual service technicians. This offering is of vital importance for the customers in matters of urgency, or when an agile support can avoid greater problems. The service is offered by internal departments of the supplier and/or third party service technicians, depending on the suppliers' structure. In some cases customers have internal technical service centres, which first manage and prioritise arising issues and then subsequently outsource to suppliers, in order to reduce their own workloads.

Diagnosis plus Recommendations

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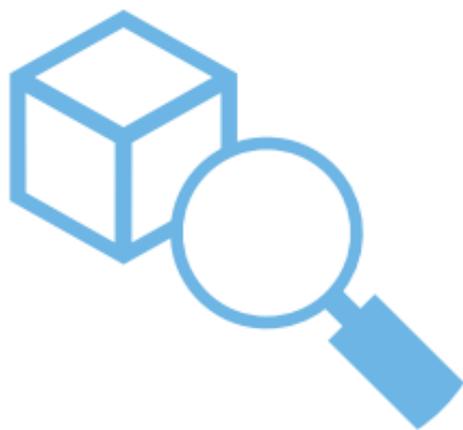
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Customer Activity Services

Diagnosis plus Recommendations

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On-Site Inspections



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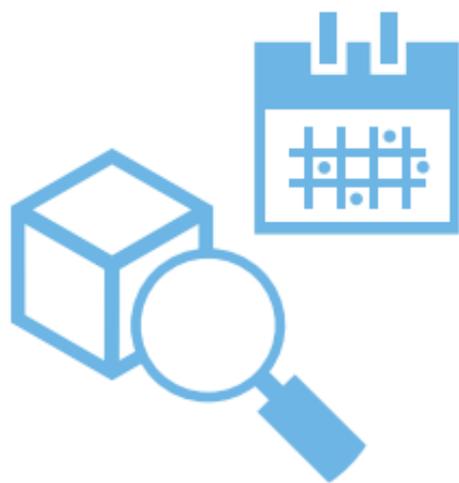
PROTEUS

Customer Activity Services

On-Site Inspections

Problem-finding activities carried out onboard the ship. To utilise the value of onboard service technicians the offering is usually complemented with repair activities. On-site inspections are a way for customers to make sure that previously undetected problems are found and repaired.

Planned Overhaul



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E-Commerce

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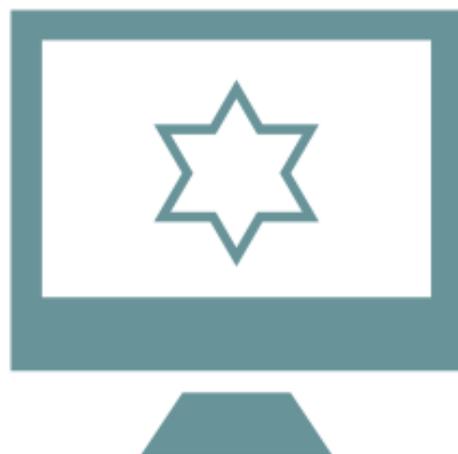
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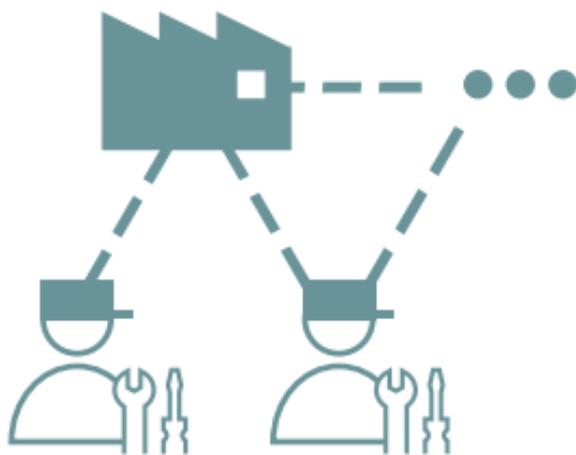
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Service Squad

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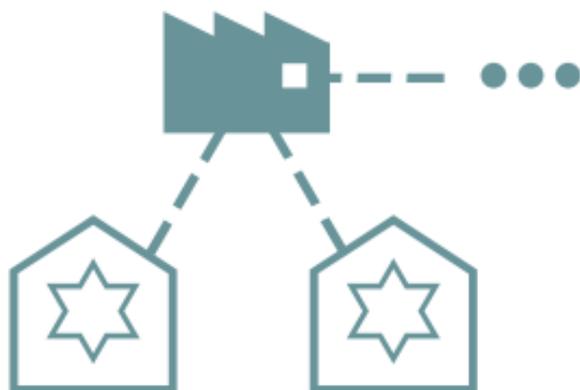
PROTEUS

Channels

Service Squad

Supplier's team or individual service technicians who can physically visit customer facilities in order to respond to customer issues. Service technicians can be based in strategic ports or at the company, and can be dispatched by helicopter in case of emergency.

Owned Service Stations



Channels

Owned Service Stations

Facilities owned by the supplier where services are offered to the customer. Service stations enable the supplier to offer the customer fast and quality operations, as stations are located in most strategic ports with service technicians employed by the supplier, in most cases certified for specific operations and products. Such services can vary, from maintenance to mounting of products to be shipped for special purposes. The service station often contains a large workshop facility.

Service Partnerships

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PROTEUS

Channels

Service Partnerships

Agreement between suppliers, enabling them to offer other suppliers' services to their customers.

Such a partnership, which is often agreed on a reciprocal basis (i.e. both suppliers can provide service on behalf of each other), offers the customer an extended contact network by increasing the number of locations where the supplier is represented. Under these partnerships service technicians are authorised to service multiple products/systems for multiple suppliers.



**Call
Centre**



**Sales
Office**



**Sales
Agent**



E-Commerce



**Online
Services**



**Service
Squad**



**Owned
Service Stations**

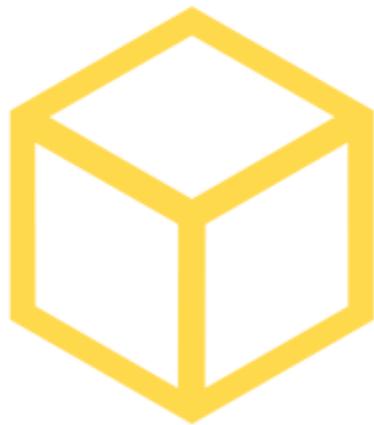


**Service
Partnerships**

Channels

Product Offered

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PROTEUS

Products

Monitoring Equipment

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PROTEUS

Products



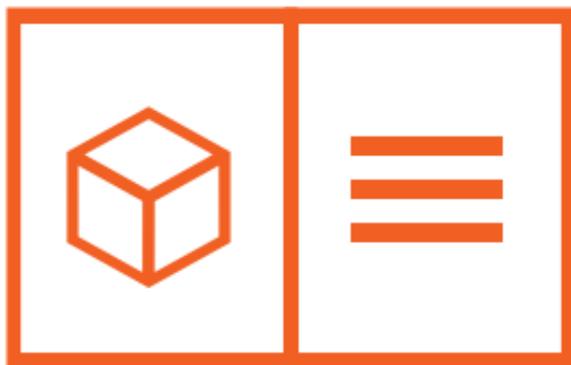
**Product
Offered**



**Monitoring
Equipment**

Product Manuals

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PROTEUS

Product Use Services

Product Manuals

Guide containing information on product installation, operation, repair, etc., which may be provided in a digital or hard copy format. Manuals can help to reduce the demand on call centres or online digital services by providing basic information to address common questions and issues

Digital Product Manuals

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PROTEUS

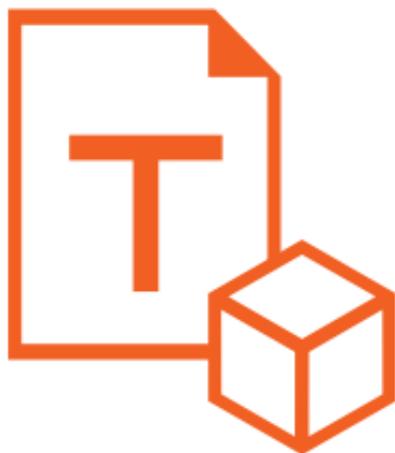
Product Use Services

Digital Product Manuals

Digitalised versions of product manuals, easing the customer's navigation through the information provided in them. These can be online or in other intermediary formats (e.g. CD-ROM, USB). Digital manuals can be offered in a standardised product manual format (e.g. Shipdex Protocol), which can be directly implemented in the customers' computerised maintenance management systems (CMMS) and software application systems (ERP).

Technical Documentation

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PROTEUS

Product Use Services

Technical Documentation

Documentation that provides technical information about a product/system.

This documentation can contain information such as performance range, required service intervals, technical drawings and so on. The technical documentation is different from product manuals as they do not contain any information on operating or maintenance procedures.

Certificates

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PROTEUS

Product Use Services

Certificates

Documents attesting official recognition of products or services offered by the supplier to a customer.

Certificates can support customers to ease the identification process of whether or not the ship is in compliance with a given regulation. Certificates are usually offered along with the product, service and/or system.

Warranty

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PROTEUS

Product Use Services

Warranty

Written guarantee offered by the supplier, providing assurance to the customer that specific conditions and agreements are followed throughout the offering life cycle for a certain period of time. A warranty covers the customer against malfunctions or certain causes of breakdown of the product/system. By law warranties are always included in any purchase and can vary from region to region.

Extended Warranty



Extended Warranty

Extension of the guarantee offered in a warranty, covering more malfunctions than a standard warranty and/or prolonging the period of one already offered.

Spare Parts on Demand

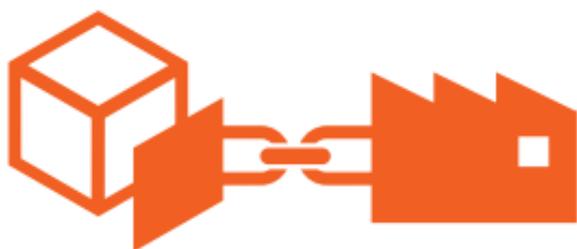


Spare Parts on Demand

Replacement of malfunctioning parts of a given product/system, delivered after the customer contacts the supplier. The spare part on demand is offered punctually, without any formal agreement. In some cases the supplier can act as a provider of other OEM spares, centralising and simplifying the process for customers. This type of agreement is the most common within spare parts services.

Spare Parts Owned by Customer

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PROTEUS

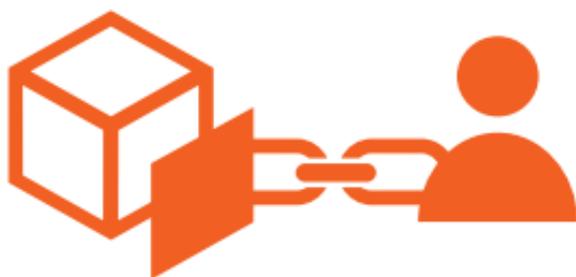
Product Use Services

Spare Parts Owned by Customer

Variant of spare part service, where the customer owns a set of spare parts that the supplier has in stock. In this exchange the customer is sure of the availability of the spare parts, which can be located onboard the ship or in the supplier's warehouse. This allows the customer to have a quality guarantee of the new or reconditioned products/components used.

Spare Parts Owned by Supplier

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PROTEUS

Product Use Services

Spare Parts Owned by Supplier

Variant of spare part service, where the customer can exchange their used or worn-out product/component, for a new or reconditioned part that the supplier has in stock. The exchanged part will have the same quality, warranty and performance as the previously installed and can be offered at a reduced price. The supplier has the flexibility of swapping spare parts between the different customers. The latter mentioned is a sharing system between the customers facilitated by the supplier.

Spare Part Pitstop

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PROTEUS

Product Use Services

Spare Part Pitstop

Extra set of spare parts, usually of a larger product/system requiring complex repair processes, offered by the supplier to the customer on-site, on the ship or at a stock facility.

The pitstop allows the customer to minimise downtime by reducing the time taken for repairs. For the supplier this represents an attractive way to increase revenue from sales of spare parts whilst also reducing the need for large inventories of stock.

Spare Part Kit

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PROTEUS

Product Use Services

Spare Part Kit

Package of spare parts for a specific repair task. The customer has the advantage to choose between 'standard' spares, 'recommended' and 'additional' parts from suppliers and sub-suppliers' products, which will be delivered as a kit, typically for storage onboard the ship.

Troubleshooting

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PROTEUS

Product Use Services

Troubleshooting

Problem-solving activity, performed by conducting a systematic search for the source of a given problem. This service is offered to a customer when the symptoms of a problem can have many possible causes. It is generally of high value for the customer to identify the source of the problem as quickly as possible. Troubleshooting services are particularly useful when monitoring systems have detected an unusual condition of the system but are unable to identify the cause. An important part of a troubleshooting service is to confirm that implemented solutions have restored the product or process to its original functioning state and to provide input to corrective maintenance services.

Repair

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PROTEUS

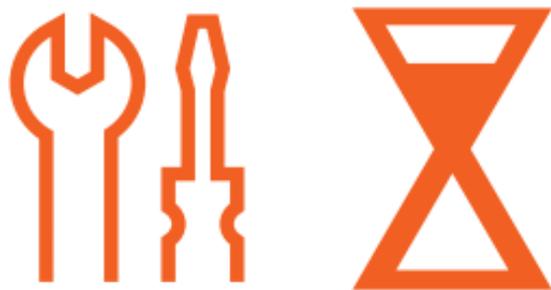
Product Use Services

Repair

Corrective improvement of a product/ system by bringing it to its original functioning state. Repair services can be provided to customers i) through unscheduled activity after a breakdown, known as corrective maintenance, or ii) as a prolongation of a preventive maintenance activity. The latter offers the customer the possibility to avoid breakdown times, eliminating subsequent losses of productivity and offering a more steadily planned flow of maintenance activities.

Time / Count-Based Maintenance

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PROTEUS

Product Use Services

Time / Count-Based Maintenance

Maintenance based on a forecast of the requirement for maintenance of a product/system estimated by time or count-based systems. The prediction statistically determines when and what kind of maintenance is needed. A suggested schedule of maintenance is provided to the customer in the product/system manual. This offering helps the customer to have more control over scheduled inspections.

Condition-Based Maintenance

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PROTEUS

Product Use Services

Condition-Based Maintenance

Monitored maintenance based on the condition of a given product/system. Condition-based maintenance (CBM) is used to schedule maintenance services for the product/system by tracking changes in a key set of indicators that can reveal a decline in system performance or an imminent system failure. This is achieved by real-time condition monitoring or by periodic measurements, called predictive maintenance (PdM). Both real-time and periodic monitoring require monitoring equipment to be installed. The two types of monitored maintenance differ from the time- or count-based maintenance, as the former are based on data available of the product/system at hand and the latter is a general prediction.

Reconditioning

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PROTEUS

Product Use Services

Reconditioning

Activity carried out to bring back a product/system to its original, close to original or even enhanced level of performance. Reconditioning can be achieved by readjusting and recalibrating the product/system, or through the repair of malfunctioning parts. This activity can be carried out as a standalone activity, or in connection with an inspection or a repair. It can be offered to be conducted only on certain parts of a system offered by a supplier.



**Product
Manuals**



**Digital
Product Manuals**



**Technical
Documentation**



Certificates



Warranty



**Extended
Warranty**



**Spare Parts
on Demand**



**Spare Parts Owned
by Customer**

Product Use Services



**Spare Parts
Owned by Supplier**



**Spare
Part Pitstop**



**Spare
Part Kit**



Troubleshooting



Repair



**Time / Count-
Based
Maintenance**



**Condition-Based
Maintenance**

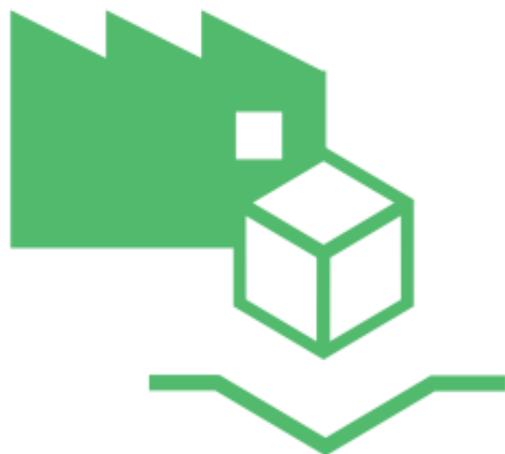


Reconditioning

Product Use Services

Installation of Products

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PROTEUS

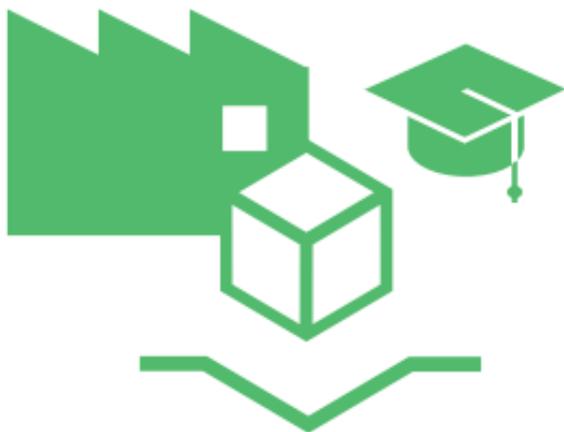
Product Life Services

Installation of Products

Locating and connecting a product/system onboard the ship ready for use. Installation by a qualified technician ensures optimal performance for the customer. Installation can occur during the new-build process of the ship, which will be offered as part of the commissioning of the product, or as part of a maintenance activity.

Installation Consultancy

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PROTEUS

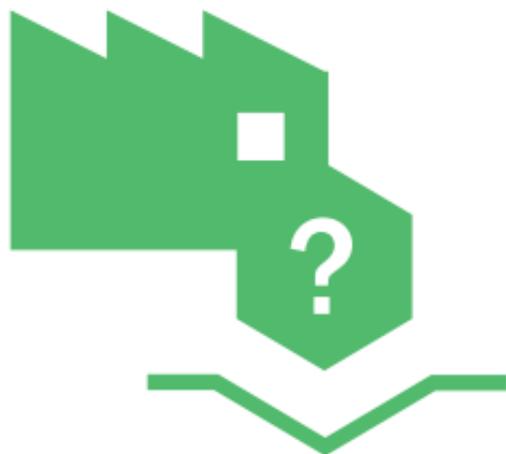
Product Life Services

Installation Consultancy

Advisory services provided during the installation process. Such services can be of benefit to the customer, when configuration of the product/system for the particular application is required to ensure optimal performance.

Installation of Other Companies' Products

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PROTEUS

Product Life Services

Installation of Other Companies' Products

Locating and connecting a product/system provided by another company onboard the ship ready for use.

This offering is usually provided via partnerships between companies, so resources are more effectively utilised and the customer receives a more efficient service.

Delivery

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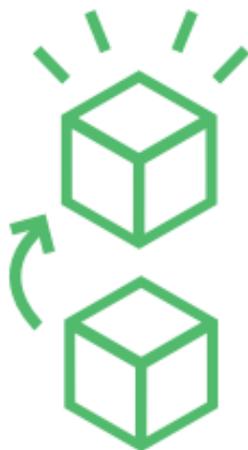
PROTEUS

Product Life Services

Delivery

Supplier service to transport a product/system or spare parts to the location specified by the customer, often within an agreed time period.

Upgrade



Upgrade

Enhancement to the performance of a product/system compared to that of previous installations. Upgrades offer the customer increased productivity and can be achieved in different ways, such as: adjusting and recalibrating the existing product/system, installing newer products/systems, upgrading software or hardware, etc. Upgrade is also commonly applied to systems composed of several products, where components or products can be replaced by ones using new technologies available on the market.

Retrofit Products



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PROTEUS

Product Life Services

Retrofit Products

Modification of an existing product/system, adding new technology or features. Some retrofit can be motivated by the introduction of a new technology, to suit new market demands, or to meet new regulations. With this offering the customer can be sure that regardless of contracted product/system performance, if the context (technology, demand or regulations) changes, action can be taken to adapt the product/system to the new context. Retrofit activities may vary for the given change in the context, from a simple adjustment to the installation (in which case it is similar to an “upgrade”) or redesign of whole new solutions.

Commissioning / Sea Trial

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PROTEUS

Product Life Services

Commissioning / Sea Trial

Support provided during the initial operation of a given product/system, once installation is finished.

Through this offering the customer can be sure the product/system has been installed correctly and is functioning as expected. Commissioning and installation are offerings that complement each other. First-hand training for crew members during sea trials is often a component of this service.

Take-Back Systems



Take-Back Systems

A recovery, dismantling and disposal service for an end-of-life product/system. This offering helps the customer to comply with end-of-life legislation, such as the WEEE Directive (Waste Electrical and Electronic Equipment). For the supplier, it is a source of revenue if the product/systems have been designed for profitable recycling. Take-back offerings can be an integrated element of maintenance activities, where products must be replaced and where price reductions can be accomplished on new products. Take-back systems are also a part of the exchange offering of spares, where the distribution/shipping element is vital in the offering, especially with the larger products.



**Installation
of Products**



**Installation
Consultancy**



**Installation of
Other Companies'
Products**



Delivery



Upgrade



**Retrofit
Products**



**Commissioning /
Sea Trial**



**Take-Back
Systems**

Product Life Services

Service Kits



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PROTEUS

Customer Activity Services

Service Kits

Package with the necessary tools, equipment and spare parts that service technicians bring to on-site activities. Kits can exist for several different service activities. Their use helps technicians to avoid service on-site, which otherwise would lack important components. This helps to ensure efficient and effective service activities, regardless of who (supplier or third parties) is performing the activity.

Academy

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PROTEUS

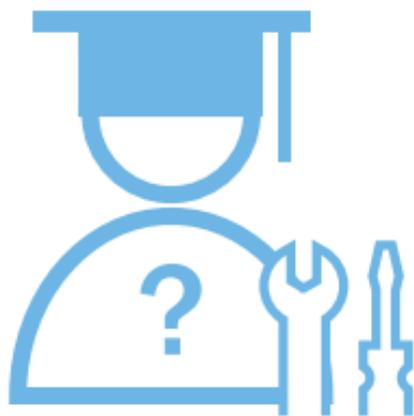
Customer Activity Services

Academy

Based on the supplier's expert knowledge of their product/system, training courses are offered to the customer to ensure that their crew have the necessary knowledge of how to operate and maintain the product/system. It is common to provide special courses on emergency situations. Courses can be offered together with product sales, in some instances this training may be required by law. Courses may also be offered when upgrades have been completed on the ship in order to update the crew on the operation of the new product and ensure optimal product use and performance. These services are a way to enhance value perception of the product and to reinforce customer relationships.

Training Other Companies' Technicians

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PROTEUS

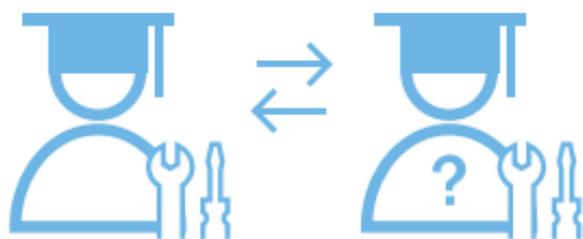
Customer Activity Services

Training Other Companies' Technicians

Leveraging the supplier's existing training competencies to offer training to third party technicians. This offering usually gives the customer greater geographical coverage and more agile service activities. It may be driven by a desire from the supplier to increase the geographical scope of where they can offer technical services. Alternatively, it may be seen as useful source of additional revenue in situations where technical services are not a strategic priority for the supplier. The supplier sells directly to third party technicians and so the end-customer is not directly charged.

Reciprocal Training

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PROTEUS

Customer Activity Services

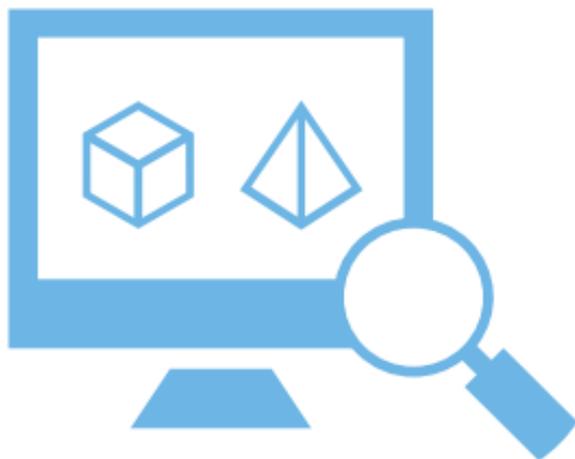
Reciprocal Training

Synergistic agreement between suppliers to train and become competent in providing service activities on each other's technologies.

Collaboration is achieved via a formal agreement, internally, plus a clear statement of authorisation, presented to the customer. The advantage for the customer is the reduction in transport costs and also amount of necessary contacts, to have their products serviced. This offering is seen often as part of a bigger service partnership, where suppliers also share service stations and/or workshops, thus expanding their worldwide presence.

Digital Catalogue Identification Support

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PROTEUS

Customer Activity Services

Digital Catalogue Identification Support

Support offered to the customer in a digital format, to identify a product and direct contact to the customer or technical service. This offering is most valuable for the customer during a product breakdown, where simple and fast IMPA code (International Marine Purchase Association) identification is vital for recovery. The digital catalogue helps suppliers to cut customer and technical service calls time by making sure customers have the right information about the right product.

Management Systems

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PROTEUS

Customer Activity Services

Management Systems

Supplier's support through IT management systems. The management system is connected to the product and/or larger systems onboard the ship via monitoring equipment. The offering can be delivered in conjunction with, for example, software for monitoring, maintenance software, etc. This service helps the customer to gain better information about the product, opening up possibilities for better performance, service, support, etc.

Shared Management System with Customer

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PROTEUS

Customer Activity Services

Shared Management System with Customer

Supplier supports customer through enhanced knowledge and insight into the ship or fleet. The system can contain information on service history onboard the ship or across a whole fleet, including information such as service letters and performance tracking. The offering can be compared to online services. Within this offering, the information is applied via a shared software application, allowing both customers and suppliers to work on the same platform.

Proactive Contact

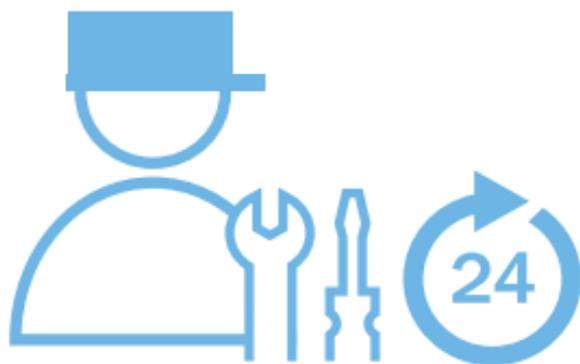


Proactive Contact

Supplier's activity to continuously improve contact with, and understanding of the customer, leading to better identification and satisfaction of the customer's needs. The shift towards customer-oriented business requires high levels of product and service/system information, as well as customer needs. This is usually achieved through CRM systems, PLM systems, service reports from the ship, online ship tracking (Fairplay), etc. Proactive contact is a core activity for customer-oriented companies, which compete on anticipating their customers' needs, without appearing to be obtrusive.

Service Technician On-Call

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PROTEUS

Customer Activity Services

Service Technician On-Call

Remote support from technical experts on a given product/system.

This can be offered as part of a call centre or directly to individual service technicians. This offering is of vital importance for the customers in matters of urgency, or when an agile support can avoid greater problems. The service is offered by internal departments of the supplier and/or third party service technicians, depending on the suppliers' structure. In some cases customers have internal technical service centres, which first manage and prioritise arising issues and then subsequently outsource to suppliers, in order to reduce their own workloads.

Diagnosis plus Recommendations

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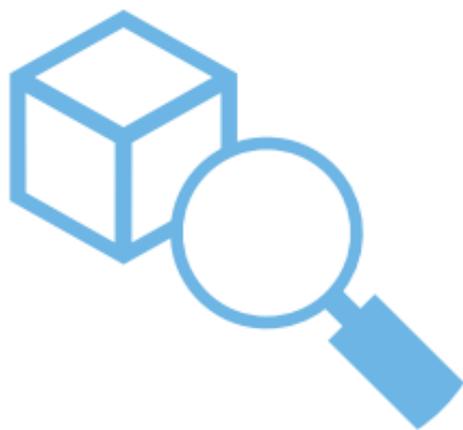
PROTEUS

Customer Activity Services

Diagnosis plus Recommendations

Package with the necessary tools, equipment and spare parts that service technicians bring to on-site activities. Kits can exist for several different service activities. Their use helps technicians to avoid service on-site, which otherwise would lack important components. This helps to ensure efficient and effective service activities, regardless of who (supplier or third parties) is performing the activity.

On-Site Inspections



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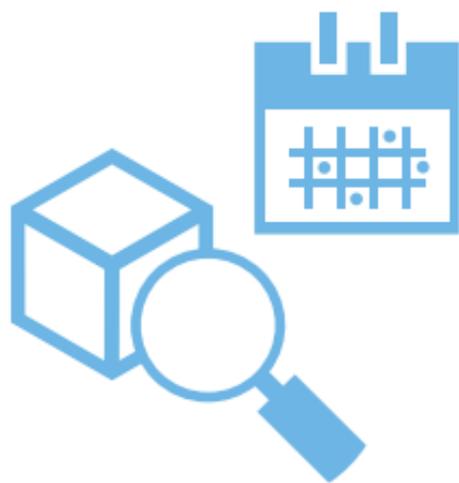
PROTEUS

Customer Activity Services

On-Site Inspections

Problem-finding activities carried out onboard the ship. To utilise the value of onboard service technicians the offering is usually complemented with repair activities. On-site inspections are a way for customers to make sure that previously undetected problems are found and repaired.

Planned Overhaul



Planned Overhaul

Planning support for maintenance schedules. Overhauls are conducted within a certain Time Between Overhaul (TBO) agreement. This offering helps the customers to make sure that products are fully operative during important milestones, such as the five-year classification check. For the supplier this offering has the advantage that it can be scheduled and planned well in advance which makes it simpler to allocate the necessary resources for the task in an efficient and cost-effective manner.

Remote Monitoring and Operation

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PROTEUS

Customer Activity Services

Remote Monitoring and Operation

Remote product data capture and analysis and remote product operation on behalf of the customer.

To be able to offer this service, monitoring equipment needs to be set up to gather data about the product/system status. This service enables the supplier to perform small product corrections (“tweaking”) towards optimal performance and can be combined with preventive maintenance. It also offers valuable knowledge to the customer regarding system redesign, being able to customise product performance to specific customer needs. Knowledge about the product status and history allows for more effective maintenance activities and reduces downtime.

Design Support

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PROTEUS

Customer Activity Services

Design Support

Support during the planning phase for a new system development, especially when the supplier's product or knowledge is an integral part of the new system. Design support can be offered as a direct collaboration or together with ship architects. This service prevents future problems and low performance over the life cycle of a system, resulting in a highly cost-effective offering for the customer.



Service Kits



Academy



**Training Other
Companies'
Technicians**



**Reciprocal
Training**



**Digital Catalogue
Identification
Support**



**Management
Systems**



**Shared Manage-
ment System with
Customer**



**Proactive
Contact**

Customer Activity Services



Service Technician
On-Call



Diagnosis plus
Recommendations



On-Site
Inspections



Planned
Overhaul



Remote
Monitoring
and Operation

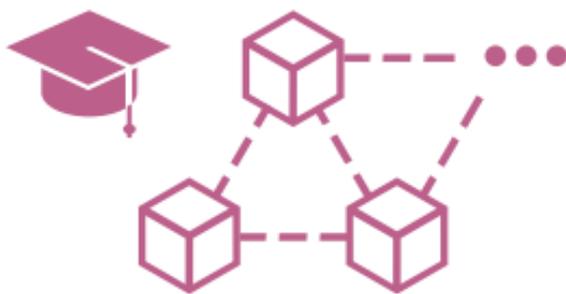


Design
Support

Customer Activity Services

System Consultancy

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PROTEUS

Business Supporting Services

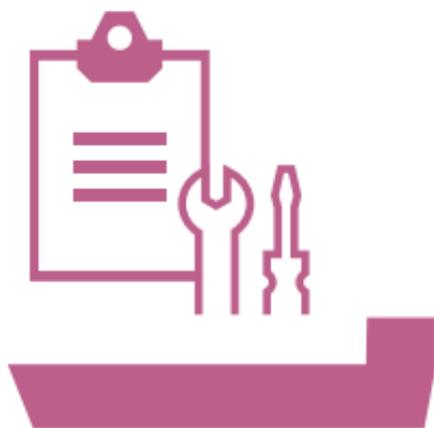
System Consultancy

Knowledge-oriented support to enhance customer business.

Customers benefit from suppliers' first hand know-how on parts of their business that are not core, but still hold the capacity to increase sources of revenue. This can take the form of training in more effective competencies for ordinary routines, sharing management systems, etc. System consultancy is an advanced option to capitalise on the supplier's competencies.

Management of Maintenance

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PROTEUS

Business Supporting Services

Management of Maintenance

Supplier takes responsibility for managing and delivering regular maintenance activities. Customers who sometimes do not have the competencies or time to effectively manage maintenance activities of a product will benefit from better performance from their product/systems when taking up this offering. Taking over maintenance means that the responsibility is moved from the customer to the supplier. Suppliers can take responsibility for the maintenance of several different products, including third party products, thus becoming the single point of contact, which will reduce administrative time and cost to the customer.

Financing

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PROTEUS

Business Supporting Services

Financing

Purchasing-related support for a product/system. Financial services provide alternative means for the customer to pay for their usage of the product/system. This can reduce up-front costs and free-up cash for use in other areas of the business. These services can benefit the supplier as they provide an opportunity to discuss the Total Cost of Ownership (TCO) of the product and establish a long term relationship with the customer, rather than a one-time transaction. In this scenario the supplier is able to increase its profits and its customer acceptance, via through-life services. Examples of financial services include payback programmes, leasing, pooling, pay-per-use, pay on demand, etc.

State of the Art Deals

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PROTEUS



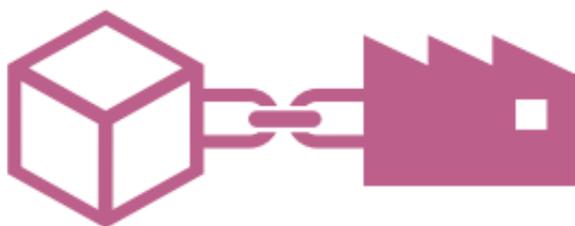
Business Supporting Services

State of the Art Deals

Special price offer for a product that is being introduced for the first time onto the market. This offering represents an opportunity for the customer to get ahead of their competitors at a reduced cost. State of the art deals demand trust from the customer that the supplier has the necessary competencies and capacity to introduce the innovation to the market. The product might be offered with unique service agreements where, for example, the supplier takes greater responsibility for the performance of the product/system.

Product Leasing for Repair Task

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PROTEUS

Business Supporting Services

Product Leasing for Repair Task

Provision of a replacement product/ system during maintenance activities. With this offering customers benefit from reduced downtime during maintenance activities. The leased product can be stocked with the customer or where maintenance takes place, where synergies can be created with spare parts offerings, or provided by the service technicians at hand.

Project Management

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PROTEUS

Business Supporting Services

Project Management

Supplier takes on the task of managing regular maintenance activities for the customer. The ultimate responsibility remains on the customer side, but the supplier is brought in to the company with the role of managing the maintenance activities. This is beneficial for products with short life cycles, where customers do not wish to focus their resources on managerial tasks. The offering can be seen as a pay-on-demand service, featuring short, flexible contracts.

Service Agreements



Service Agreements

Contractual agreement for a given service offered. The contract details information about the service, such as risk sharing, maintenance schedules, Time Between Overhaul (TBO), chosen technicians profile, availability of spares, prices, etc. It is common to create intermediate service agreements, where a broad range of professionals from both parties can discuss and agree the key features, leaving a more detailed version to be finalised by respective legal departments.

Upgradeable Service Selection

	A	B	...
*	X	X	X
*	X	X	
...	X		

Upgradeable Service Selection

A service that provides the flexibility to the customer regarding how they configure and define a service agreement, whilst also offering a simple overview of which services the supplier offers. The overview consists of all the different parameters and variants of these that a service agreement contains. These can be visualised using a similar model to the approach commonly used for selecting a car wash service package, where service elements can be incrementally added on top of each other, to reach the right level of support. The service portfolio can also be used within the supplier's organisation to improve the sales of service agreements through the new-sales department.



**System
Consultancy**



**Management
of Maintenance**



Financing



**State of the Art
Deals**



**Product Leasing
for Repair Task**



**Project
Management**



**Service
Agreements**

	A	B	...
☆	X	X	X
☆	X	X	
...	X		

**Upgradeable
Service Selection**

Business Supporting Services

Planned Overhaul

Planning support for maintenance schedules. Overhauls are conducted within a certain Time Between Overhaul (TBO) agreement. This offering helps the customers to make sure that products are fully operative during important milestones, such as the five-year classification check. For the supplier this offering has the advantage that it can be scheduled and planned well in advance which makes it simpler to allocate the necessary resources for the task in an efficient and cost-effective manner.

Remote Monitoring and Operation

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PROTEUS

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Design Support

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PROTEUS

Customer Activity Services

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Service Kits



Academy



**Training Other
Companies'
Technicians**



**Reciprocal
Training**



**Digital Catalogue
Identification
Support**



**Management
Systems**



**Shared Manage-
ment System with
Customer**



**Proactive
Contact**

Customer Activity Services



Service Technician
On-Call



Diagnosis plus
Recommendations



On-Site
Inspections



Planned
Overhaul



Remote
Monitoring
and Operation

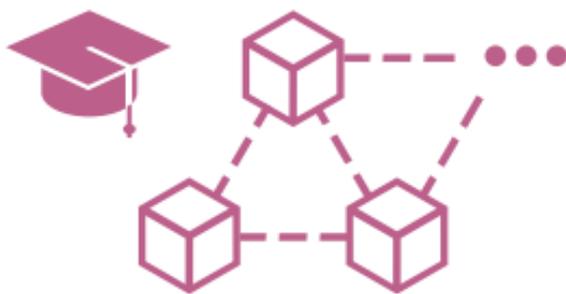


Design
Support

Customer Activity Services

System Consultancy

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PROTEUS

Business Supporting Services

System Consultancy

Knowledge-oriented support to enhance customer business.

Customers benefit from suppliers' first hand know-how on parts of their business that are not core, but still hold the capacity to increase sources of revenue. This can take the form of training in more effective competencies for ordinary routines, sharing management systems, etc. System consultancy is an advanced option to capitalise on the supplier's competencies.

Management of Maintenance

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PROTEUS

Business Supporting Services

Management of Maintenance

Supplier takes responsibility for managing and delivering regular maintenance activities. Customers who sometimes do not have the competencies or time to effectively manage maintenance activities of a product will benefit from better performance from their product/systems when taking up this offering. Taking over maintenance means that the responsibility is moved from the customer to the supplier. Suppliers can take responsibility for the maintenance of several different products, including third party products, thus becoming the single point of contact, which will reduce administrative time and cost to the customer.

Financing

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PROTEUS

Business Supporting Services

Financing

Purchasing-related support for a product/system. Financial services provide alternative means for the customer to pay for their usage of the product/system. This can reduce up-front costs and free-up cash for use in other areas of the business. These services can benefit the supplier as they provide an opportunity to discuss the Total Cost of Ownership (TCO) of the product and establish a long term relationship with the customer, rather than a one-time transaction. In this scenario the supplier is able to increase its profits and its customer acceptance, via through-life services. Examples of financial services include payback programmes, leasing, pooling, pay-per-use, pay on demand, etc.

State of the Art Deals

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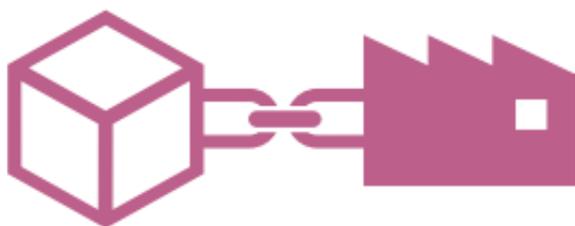
Business Supporting Services

State of the Art Deals

Special price offer for a product that is being introduced for the first time onto the market. This offering represents an opportunity for the customer to get ahead of their competitors at a reduced cost. State of the art deals demand trust from the customer that the supplier has the necessary competencies and capacity to introduce the innovation to the market. The product might be offered with unique service agreements where, for example, the supplier takes greater responsibility for the performance of the product/system.

Product Leasing for Repair Task

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Business Supporting Services

Product Leasing for Repair Task

Provision of a replacement product/system during maintenance activities. With this offering customers benefit from reduced downtime during maintenance activities. The leased product can be stocked with the customer or where maintenance takes place, where synergies can be created with spare parts offerings, or provided by the service technicians at hand.

Project Management

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Business Supporting Services

Project Management

Supplier takes on the task of managing regular maintenance activities for the customer. The ultimate responsibility remains on the customer side, but the supplier is brought in to the company with the role of managing the maintenance activities. This is beneficial for products with short life cycles, where customers do not wish to focus their resources on managerial tasks. The offering can be seen as a pay-on-demand service, featuring short, flexible contracts.

Service Agreements



Service Agreements

Contractual agreement for a given service offered. The contract details information about the service, such as risk sharing, maintenance schedules, Time Between Overhaul (TBO), chosen technicians profile, availability of spares, prices, etc. It is common to create intermediate service agreements, where a broad range of professionals from both parties can discuss and agree the key features, leaving a more detailed version to be finalised by respective legal departments.

Upgradeable Service Selection

	A	B	...
*	X	X	X
*	X	X	
...	X		

Upgradeable Service Selection

A service that provides the flexibility to the customer regarding how they configure and define a service agreement, whilst also offering a simple overview of which services the supplier offers. The overview consists of all the different parameters and variants of these that a service agreement contains. These can be visualised using a similar model to the approach commonly used for selecting a car wash service package, where service elements can be incrementally added on top of each other, to reach the right level of support. The service portfolio can also be used within the supplier's organisation to improve the sales of service agreements through the new-sales department.



**System
Consultancy**



**Management
of Maintenance**



Financing



**State of the Art
Deals**



**Product Leasing
for Repair Task**



**Project
Management**



**Service
Agreements**

	A	B	...
☆	X	X	X
☆	X	X	
...	X		

**Upgradeable
Service Selection**

Business Supporting Services

**This card box
contains the
offerings identified
in the partner
companies from the
PROTEUS
Innovation
Consortium, for your
inspiration!**