



Evaluation and development of a Service business opportunity for a commercial vehicle manufacturer



In this engagement Fortos supported one of the world's leading automotive manufacturers in the evaluation and development of a driver training service as complement to product sales.

Client Challenge

The client was about to make a first major product launch in years, a new vehicle model. This new advanced model required deeper know-how of the product's features and functionality in order to utilize its full potential and secure the benefits. Vehicle handover and driver training had been identified as key customer touch points to strengthen relationship and securing a positive experience for their customers. If the product was operated incorrectly there was a high risk of receiving costly complaints and harming the brand reputation.

Would it be possible to sell a training service as add on service to the product? If yes how should the business model and the format of such a service be comprised? Earlier attempts to develop the service had been made some years ago by the client but failed.

The client's organization was already under heavy workload and tight time schedule, due to the product launch preparations, when the idea to launch a training service was introduced. There was a desire to present the training service as part of the overall launch and total solution offer. The training service idea quickly needed to be evaluated if viable or not, and the pre-study was already lagging behind plan with several weeks, when Fortos was contacted.

Client Solution

A pre-study was conducted, evaluating the business opportunity from three aspects, customer desirability, financial and technological viability as well as organizational feasibility. The pre-study also included a competitor benchmark.

Based on the findings from the pre-study, a decision was taken to continue. Service training concepts and business models were developed and evaluated in close collaboration with the client's market representatives. The needs and interests differed in the different markets and to find a suitable solution a modular training concept was developed, allowing each market to tailor the training content to their customers' needs.

Shortly after deciding what concept to develop, the client's service owner who were supposed to take over the project post the concept development phase left his position. Fortos stepped in and acted as interim manager to continue to drive the development of the actual training service.





Client Value

Several benefits were achieved for the client:

- Quick and efficient pre-study to evaluate business potential and viability of Service offering idea, reducing the execution lead time with 50% for the client compared to driving pre-study with internal resources. This brought the project back on track according to the original time plan.
- Concepts could be developed and evaluated in time to be able to present the service training offer in connection with the overall product launch.
- Interim project management and stability generating a highly appreciated and adaptable training service model developed by an international team.

Client & Fortos Collaboration

The close collaboration between the Fortos team and the client, in combination with Fortos' deep knowledge in service development and the automotive industry, were three factors contributing to the successful outcome.

Fortos consultants worked closely with the client to take key decisions throughout the course of the project. The sales organization, the provider of the service and markets were involved in planning and deciding what concepts to continue to develop. As soon as a new person was appointed to join the project team, Fortos worked closely with the person to secure efficient onboarding. Eventually it was time to handover the project to the customer and clear action plan going forward was provided to enable a smooth transition.

Want to know more?

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About Fortos

Transformation is our heritage. Fortos has a long history as one of the most valuable advisors to leading multinational organizations in the Automotive industry. We support our clients to achieve successful transformations through our deep understanding of their business, our world-class transformation competence and long term commitment to deliver sustainable client value.

Learn more about us at [Fortos.se](https://www.fortos.se)

