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Sustainable Service Transformation

How can industrial manufacturers make their service offerings both greener and more competitive?



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Executive Summary

Sustainability is one of the hottest topics of our time, driven on the one hand by the broader climate debate, and more recently also by new legislation. In a PESTEL trend analysis by Deloitte last year, 25 of the 55 leading trends we identified relate to sustainability or environmental protection. This shows just how vital the topic has become, both for society as a whole and for individual companies.

At Deloitte, we believe that true sustainability leadership goes beyond superficial gestures such as reducing business travel or planting a tree for every order fulfilled. It is a matter of utmost urgency with the potential to become a critical success factor, but it may also present an opportunity to gain more competitive advantage.

At first glance, you might think industrial manufacturers are only minor players when it comes to sustainability – after all, they are responsible for less than one percent of greenhouse gas (GHG) emissions. Their products, on the other hand, play a crucial role in helping industry to lower emissions. While equipment manufacturers tend to focus more on areas like sustainable procurement and production efficiency, after-sales service often gets overlooked – even though it is possibly the largest sustainability lever they have.

By reducing downtimes, extending equipment life and helping customers save energy and resources, after-sales service can make or break the sustainability equation. Service accounts for 80 percent of equipment lifecycle costs, especially for units that remain in the field for decades. Sustainability-driven services can produce a major environmental impact on the customer side, while also giving industrial manufacturers a powerful competitive edge.

It's time for industrial manufacturers to make their service operations and offerings greener and more competitive:

- 1** Service needs to focus on reducing the customer's carbon footprint, lowering costs and cutting repair times, while also optimizing planning for field services staff to minimize travel emissions.
- 2** Spare parts management should rightsize its logistics footprint, order processes and delivery methods to ensure customers receive each spare part when and where they need it, while also reducing the environmental impact.
- 3** Service should make it a priority to optimize equipment efficiency and energy consumption along the entire lifecycle and look at the possibility of lifecycle extension as well as end-of-life solutions like refurbishing and recycling.
- 4** Service can often achieve better end-to-end sustainability performance with new service business models and go-to-market approaches, while also capitalizing on "greener" services as a differentiator.
- 5** With digital services from online monitoring and upgrades to remote assistance, manufacturers can not only make more efficient use of their top technicians (saving travel time and resources), but also improve retention by offering more regular work hours in a traditional office setting.

This paper features eight case studies showing how industry leaders have improved their service offering by focusing on sustainability. To conclude, we offer five key steps to plan and implement a sustainable service transformation, starting by redefining the future role of service in any manufacturing enterprise.



Why sustainability in service matters

As industry clambers to become carbon-free, socially responsible and regulation-compliant, the growth opportunities for equipment and machinery manufacturers are unprecedented. The obvious opportunity lies in marketing new, more energy-efficient equipment and machinery, yet we should not overlook the significant role that after-sales service can play.

It is not uncommon for industrial manufacturers to underestimate the massive opportunities in after-sales service. Take pumps, for example. Right servicing can save on average 40 percent of their energy consumption. Such maintenance services can, depending on the type of equipment, account for up to 80 percent of the aggregate costs over the equipment lifespan, with only 15 to 20 percent for purchase and installation. Service clearly has enormous potential to impact sustainability as it tackles the lion's share of indirect emissions along an industrial manufacturer's value chain. And if that weren't enough, after-sales services can improve efficiency at the same time by saving resources and cutting energy costs.

“Minimum 10 percent of the total annual electricity consumption is used to run pumps. With our ‘System efficiency Service Analysis’ we can save in average 40 percent of this energy consumption. If all pumps would run in the best efficiency point, we could save 457 billion kWh or 274 million tons CO₂ in the world which is equivalent of 89 600 MW coaled-fired units.”

Dr. Bernd Garbe, Head of KSB Supreme Service, KSB SE & Co. KGaA

The dimensions of sustainable service

Many machine builders will rightly argue that their services are already sustainable. After all, they enable customers to keep machines in optimum condition over the entire lifecycle. We certainly agree, but we believe there is scope for even more optimization in four key areas:

- Delivering ongoing “green” value to customers
- Contributing to a stable environment
- Respecting the needs of society
- Complying with regulations

Only when all four conditions are met does a company have reason to trust its prospects as a going concern. Climate change and diversity are on everyone’s minds, and investors, governments as well as the general public are calling for companies to focus more on the last three factors. Together they are known as “ESG” (environmental, societal and governmental) factors.

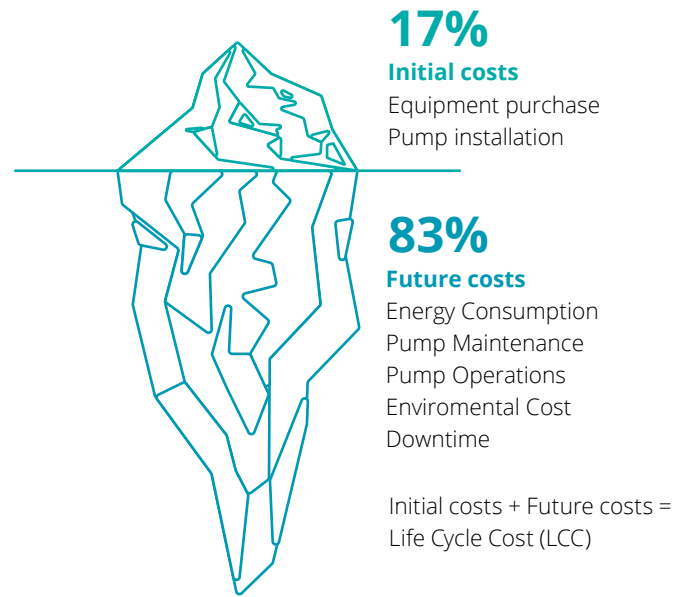
As regulatory pressure increases, ESG reporting promises to become a worldwide standard. The EU adopted the so-called Corporate Sustainability Reporting Directive (CSRD) in April 2021, which includes both reforms as well as an expansion of the scope of reporting required. As of 2023, almost 50,000 companies in the EU will be required to publish regular ESG performance reports.

As a result, manufacturers should design their sustainable service offerings not only to make the overall portfolio more competitive. They also need to convince customers that by meeting ESG standards on the supply side, customers are more likely to achieve their own ESG goals. This is also likely to keep manufacturers on the list of preferred suppliers.

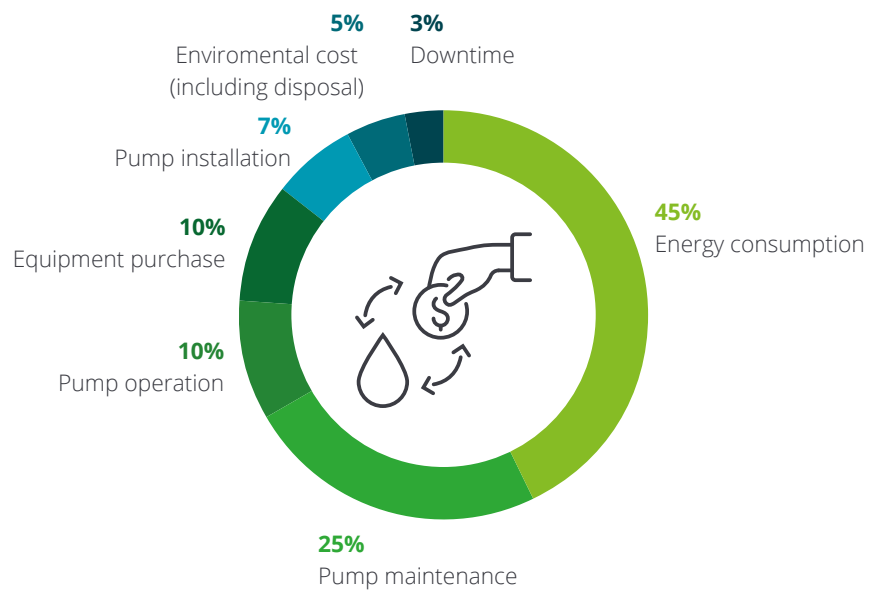
Fig. 1 – Role of after-sales services in the equipment lifecycle

Service is a major contributor to lifetime value of industrial equipment and influences 80 percent of lifecycle costs of machinery – with thereof ~50 percent energy cost, the industry strongly influences the worldwide ecological footprint

Life Cycle Cost



Typical pump life cost profile



European trend study

Sustainability as a key driver of change

In a recent PESTEL¹ trend analysis, Deloitte assessed the key drivers of change in Europe. The study shows that the vast majority of leading trends are focused on sustainable solutions and environmental protection.

Analyzing and consolidating more than 55 major trends into 5 trend clusters, the study finds that two of the clusters are closely linked to sustainable business. Sustainability also shapes a number of factors within the remaining three clusters.

This 2021 Deloitte survey found that German companies see sustainability as a driver for their businesses. More and more companies are implementing sustainability initiatives:

- to reduce operating costs (57%)
- to expand market share or geographic reach (47%)
- to respond to requests from existing customers (42%)
- to improve margins (23%)

But there are also internal reasons for sustainability initiatives:







- to motivate and retain staff (32%)
- to remain regulation-compliant (31%)
- to maintain positive corporate image (23%)
- to mitigate climate risks (21%)

“Significantly increased awareness and responses to the threat of climate change in society and industry will fuel demand for the solutions and systems underpinning the green industrial revolution.”

Nick Blake, Chief Innovation Strategist, Hitachi Europe Ltd.

¹ Analysis of Political, Economic, Social, Technological, Environmental and Legal macro trends

Fig. 2a – European PESTEL Analysis and Derived Trend Clusters

						
	Political	Economic	Sociological	Technological	Environmental	Legal
P1	Loss of authority of (global) institutions	EC1 Rise of digital economy	S1 Changing value systems	T1 Hyper automation	EN1 Climate change and its perception	L1 Regulation of AI
P2	Uncertainty about the future of the EU	EC2 Resilience as priority due to instability	S2 Importance of health and wellness	T2 Cleantech (e.g., hydrogen)	EN2 Rise of green energy	L2 Data protection and usage regulation
P3	Decline in govt trust and rise of nationalism	EC3 Rise of ESG objectives and incentives	S3 Aging society and urbanization	T3 Connected everything	EN3 Natural resource constraints	L3 Pan-European anti-climate change measures
P4	Trade disputes outside of Europe	EC4 Reshoring of production processes	S4 Social and digital divide of society	T4 Decrease of computation costs	EN4 Rise of circular economy	L4 Regulation of genomics
P5	Effects of Brexit	EC5 Changing workforce & aging infrastructure	S5 Demand for transparency and traceability	T5 Autonomous transportation and mobility	EN5 Increasing threat of natural disasters	L5 City center access restrictions
P6	Terrorism and cyber security threats	EC6 Increase in health care spending	S6 Shift in working and education requirements	T6 Human augmentations and protection	EN6 Loss of biodiversity	L6 Push towards digital transformation
P7	Disinformation activities and campaigns	EC7 Increasing market consolidations	S7 Shift towards the sharing mindset	T7 Secure and explainable Big Data and AI	EN7 Waste management transformation	L7 Fight against monopolies
P8	Amplified fight against inequality	EC8 Rising dominance of life science industry	S8 Changing patterns of movement	T8 High concentration of technological innovation	EN8 Transportation shift from air to rail	L7 Global Taxation
P9	Sharp increase in state debt	EC9 Negative import spill-over effects	S9 Isolation and fear of infection		EN9 Beyond carbon zero	
P10	Renewed momentum in transatlantic relations	EC10 Stakeholder capitalism	S10 Globalization awareness		EN10 Electrification of everything	
			S11 Increasing migration			

 Sustainability related trends

Fig. 2b – European PESTEL Analysis and Trend Clusters

Five thematic clusters derived by consolidating key themes



How after-sales service improves supply chain sustainability

Sustainability is a company-wide mission that needs to be incorporated across the broader value chain, whether it is product design, sourcing, manufacturing or service. According to recent analyses, service is the strongest sustainability lever overall, accounting for some 65 percent of the greenhouse gas (GHG) emissions of equipment and machinery.

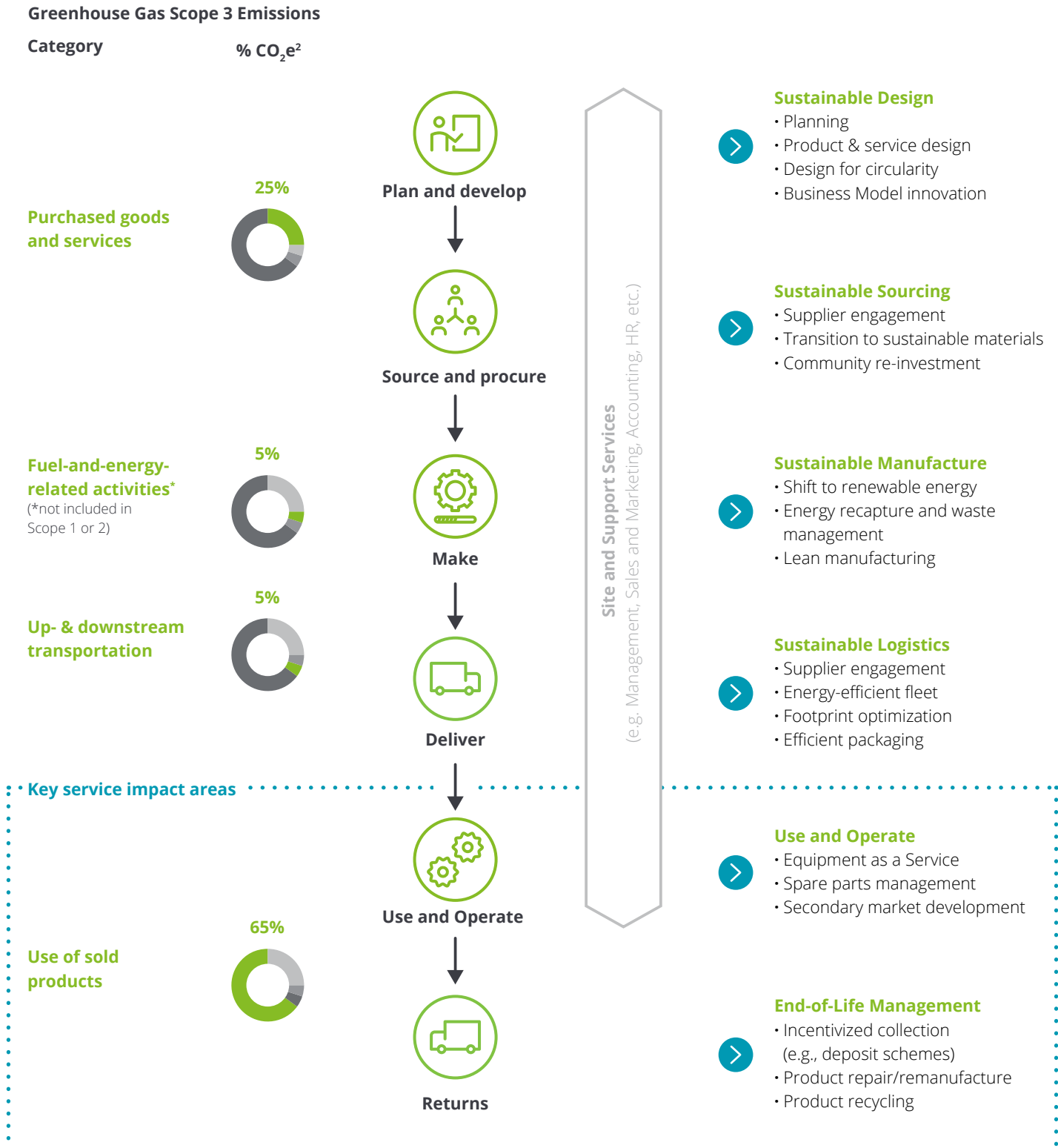
Today's sustainability to-do list is enterprise-wide and extremely long, focusing on issues such as designing more energy and resource efficient products, establishing sustainable sourcing programs, minimizing ESG exposure and achieving carbon-free manufacturing.

“With 65 percent of CO₂ coming from the use of a product over its lifespan, service is the single most impactful lever for your company's Greenhouse Gas footprint.”

Oliver Bendig, Head of Machinery Sector EMEA, Deloitte

Fig. 3 – Opportunities for sustainable value along the supply chain

Companies should not think of sustainability as a standalone initiative that has nothing to do with generating value – but rather as an opportunity across the organization’s broader value chain



² Scope 3 emissions relate to assets that the reporting company neither owns or controls, but that it indirectly impacts within its value chain.

Service may look insignificant in comparison and is often missed. But a closer look at the life-cycle of equipment and machinery paints a different picture.

Service seems insignificant compared to these issues and may be overlooked as a result, but a closer look at the equipment and machinery lifecycle paints an entirely different picture. A whopping 65 percent of greenhouse gas (GHG) emissions come from equipment commissioning, operation, resale and – finally – disposal. That puts some of the key sustainability fields of action squarely in the service domain, where they have the potential to produce positive top and bottom-line effects as well:

- **Field of Action 1** – Field Service: reduce the carbon footprint of the workforce, which will cut costs as well as mean time to repair
- **Field of Action 2** – Spare parts management: scale back inventories and transport in order to minimize the associated environmental strain and operating costs
- **Field of Action 3** – Equipment operation: optimize equipment efficiency and reduce energy consumption across the entire lifecycle
- **Field of Action 4** – Service models: unlock new revenue and differentiation potential by introducing novel service business models with green value propositions

We have identified and detailed a short list of levers for each of these fields of action that will allow companies to reap a wide range of benefits.

Tab. 1 – Four fields of action in sustainable industry services and associated levers

F1 Improved field service delivery		F2 Smarter spare parts management		F3 Optimized equipment operation		F4 Innovative service business models	
L1	Better dispatch field workforce to reduce travel distances	L1	Improve spare parts forecasting to reduce ad-hoc deliveries	L1	Introduce predictive maintenance schemes to increase asset lifetime	L1	Introduce outcome-oriented service models to incentivize CO ₂ reduction
L2	Use remote machine support technology to avoid on-site visits	L2	Rethink spare part supply chain & warehouse footprint to minimize transports and stock	L2	Introduce circular economy offers, to comply with disposal guidelines	L2	Market “green service” contracts and offerings to capitalize on customers’ willingness to pay extra
L3	Improve parts identification for less waste and returns	L3	Introduce a service level model for parts ordering to encourage more sustainable ordering	L3	Better use of information from remote monitoring to optimize energy consumption		
L4	Improve percentage of first-time-right fixes for less downtime	L4	Rethink last mile delivery to eliminate unnecessary deliveries and stock				

F=Fields of Action L=Lever

How industry leaders are driving the sustainable service transformation

We have collected a number of case studies across the four fields of action that show how sustainable service can accelerate long-term service growth, help bring emissions and costs down, and even improve retention of valuable service technician expertise.

As outlined in the previous chapter, industrial service can have an enormously positive impact on sustainability and vice versa. Making the switch to sustainable services will, however, require a certain level of investment in people, processes and technology to unlock its potential. The following case studies provide examples of sustainable service transformations done right.

“While we have put sustainability at the top of the agenda ourselves, we also witness an increasing demand from our customers to create transparency and showcase improvements regarding sustainable practices.”

**Jost Bendel, Global Head of Existing Installations Fulfillment,
Schindler Aufzüge AG**



Case 1 – Optimize field technician efficiency

Packaging machinery manufacturer

F1

L2

Challenges

- (a) Improve field service efficiency (high share of non-productive work time)
- (b) Avoid using highly qualified field technicians for trivial tasks
- (c) Reduce machinery downtime due to long travel times
- (d) Make working conditions more attractive for hard-to-find service technicians

Implementation

- (a) Introduced fast trouble-shooting solution via smart headsets and augmented reality glasses to enable remote service experts to see what the customer sees
- (b) Created a secure connection with the customer machine to allow access to live and stored machine data, in many cases leading to an immediate solution to the issue
- (c) Created a system that guides the customer through solution steps in real time, possibly making use of technical data, drawings and visual indications projected onto the lenses of AR glasses

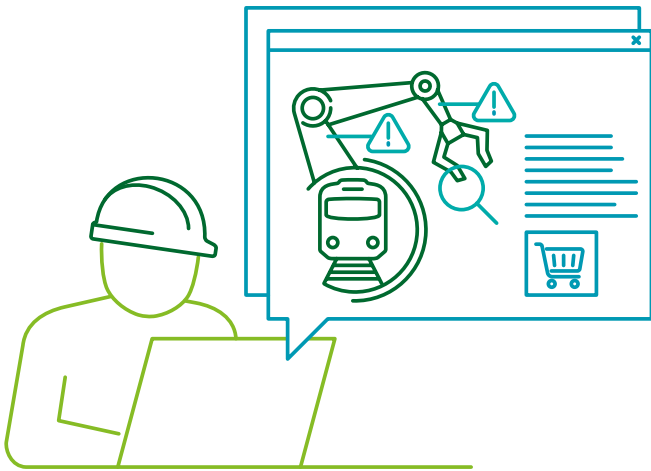
Impact

Sustainability

- (a) Eliminated unnecessary travel emissions as many tasks can now be done remotely

Beyond Sustainability

- (a) Time and cost savings through rapid problem-solving
- (b) More effective deployment of field technicians
- (c) Timely problem-solving and the ability to serve different customers in parallel through remote support
- (d) Increase in job satisfaction of technicians due to better working conditions as well as improvements in customer satisfaction



Case 2 – Streamline spare part identification and order process

Leading manufacturer of railway technology

F1

L3

Challenges

- (a) Reduce long, inefficient identification time for required spare parts (especially for young and unexperienced technicians) – 20 min average daily identification effort per technician
- (b) Minimize returns of spare parts and materials due to incorrect orders caused by bad identification and order behavior (it cost technicians nothing to order a wide range of parts to make sure they get the right one)
- (c) Streamline part numbers and IDs across different national subsidiaries to ease parts identification
- (d) Streamline spare parts ordering process by removing manual process steps

Implementation

- (a) Created a visual spare parts recognition system, ensuring identification within 10 seconds. Ordering now takes 3 minutes, with delivery in under 24 hours
- (b) Developed app to connect with both a smart phone camera and an online ordering system. With a 90 percent recognition rate, both technicians and customers can easily identify and order spare parts
- (c) Set a target of more than 200,000 different spare parts from 3,000+ suppliers available online

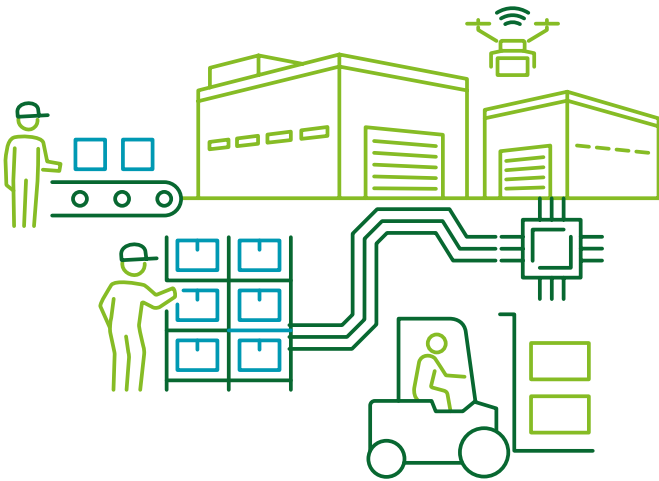
Impact

Sustainability

- (a) Improved spare parts recognition and correct order rate, leading to a significant reduction in returns and the associated CO₂ emissions
- (b) Reduced environmental impact with fewer returned parts and materials, particularly as regulations require some returned railway safety parts to be scrapped, even if brand new

Beyond Sustainability

- (a) Average daily identification time reduced by 25 percent
- (b) Fewer returned parcels also mean less work and more cost savings
- (c) Equipment uptime on the customer side increases when manufacturers order the right part on the first try, improving customer satisfaction and a high first-time fix rate



Case 3 – Optimize spare part warehousing and supply chain

Leading manufacturer of mobility technology

F2

L2

Challenges

- (a) Simplify spare parts supply chain, which includes several entities at the national and regional level with a strong domestic focus but limited alignment within the group
- (b) Increase efficiency of inventory management and material flows, with more than 35 percent of deliveries not in stock and no movement in 20 percent of in-stock items over the past 2 years. There were also some parts produced in China for China that were first sent to Europe for trivial processes like bundling, labeling or quality control

Implementation

- (a) Designed a centralized and globally optimized spare parts distribution network, with four continental hubs and little to no local stock as well as an improved set of uniform inventory planning rules
- (b) Shortened average shipping routes and reduced freight costs by stocking sought-after parts closer to customers
- (c) Aligned the global supplier base across regions to reduce the number of deliveries

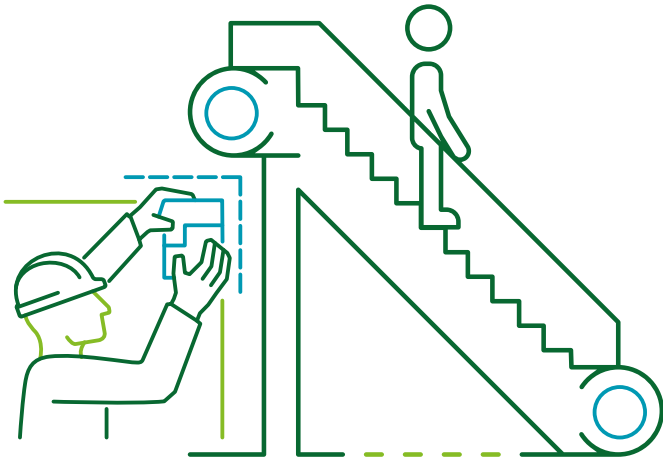
Impact

Sustainability

- (a) Shifted significant freight volumes from air to sea, resulting in a reduction of CO₂ emissions by more than 50 percent
- (b) Reduced packaging consumption by consolidating more consignments
- (c) Scaled back the parts storage area, cutting the associated energy costs

Beyond Sustainability

- (a) The number of deliveries covered by in-stock parts rose to 98 percent
- (b) Reduction in global transport and logistics costs



Case 4 – Introducing service level models

Elevator and escalator manufacturer

F2

L3

Challenges

- (a) Reduce carbon footprint with 24-hour deliveries for 40 percent of all spare parts orders by improving efficiency in the order behavior of field technicians (many shipments used taxi couriers and/or air transport)
- (b) Further reduce carbon footprint and packaging needs caused by frequent shipment of unbundled parts

Implementation

- (a) Introduced a new service level model that links each case in the field with the right level of support, optimizing both environmental and financial impacts
- (b) Increased the price of enhanced services to accommodate the variations in ordering costs depending on the selected service level
- (c) Created a dedicated technician app that enables field technicians to determine the right service level for each situation

Impact

Sustainability

- (a) Significantly reduced the CO₂ footprint by making the spare parts deliveries more efficient and sending fewer emergency transports

Beyond Sustainability

- (a) Scaled back same day/next day orders by more than half to less than 20 percent overall
- (b) Improved order-to-delivery performance by 15 percent
- (c) Significantly reduced costly short-notice air shipments



Case 5 – Optimizing last-mile delivery

Manufacturer of farm machinery and equipment

F2

L4

Challenges

- (a) Reduce above-average travel times in local service operations, where technicians were driving to depots and warehouses several times a week to pick up the required spare parts and materials
- (b) Eliminating the especially wasteful “star trips” from the customer to the warehouse and back to the customer

Implementation

- (a) Introduced overnight spare parts delivery directly to the technician vehicle at a pre-agreed parking space with a >98 percent delivery reliability
- (b) Started using smaller, more flexible vehicles for the rest of deliveries (e.g., motorcycles or e-bikes) to make deliveries more efficient and timely, esp. in urban areas with traffic congestion
- (c) Set up a system to pick up material returns at the same time as delivery (returns here refer to disassembled or defective spare parts, as well as returned tools and waste for disposal)
- (d) Introduced a transparent and seamless shipment tracking system to support direct delivery (>99% scan performance) and make customer service more accessible as well as customized IT interfaces for data exchange

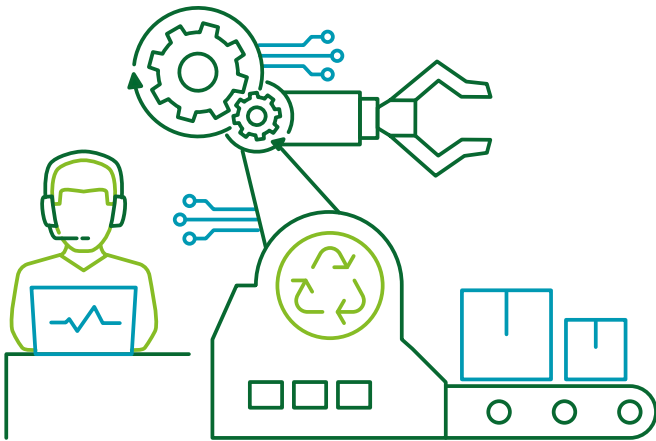
Impact

Sustainability

- (a) Significantly reduced CO₂ emissions by making fewer trips. The elimination of 132,000 30-km trips for material pick-ups led to a reduction in CO₂ emissions of 12.1 tons per year
- (b) Reduced the amount of disposable packaging and individual packaging for the spare parts through the use of reusable boxes

Beyond Sustainability

- (a) Increased technician productivity by minimizing non-productive travel time for material pick-ups
- (b) Enabled technicians to process more orders by reducing non-productive work time, which increased customer satisfaction and significantly reduced downtime
- (c) Designed stackable reusable boxes that can be stowed in technician vehicles in a space-saving way



Case 6 – End of life management and deposit scheme

Manufacturer of construction equipment

F3

L2

Target

- (a) Significantly reduce the amount of iron waste products generated during the end-of-life phase of the manufacturer's construction equipment

Implementation

- (a) Introduced a deposit scheme as part of the manufacturer's machinery sales process
- (b) Set up a system whereby customers recover their deposit when they return core equipment components, which can then be remanufactured and reused with same-as-new status
- (c) Enabled the manufacturer to take this machinery back to market at a lower price point

Impact

Sustainability

- (a) Saved approximately 150 million tons of iron from going to landfill annually – either through remanufacture or recycling with a new end-of-life management and deposit

Beyond Sustainability

- (a) Improved the manufacturer's competitive advantage through the resale of certain remanufactured core components at a lower price point



Case 7 – Circular leasing model

Elevator and escalator manufacturer

F3

L2

Target

- (a) Create a circular leasing model that gives building owners a clear end-of-life plan for their elevators

Implementation

- (a) Introduced concept designed by the manufacturer around a circular leasing model for its elevators – a novel approach to elevator sales and maintenance
- (b) Set up a system enabling companies to decide up-front how long they would like to deploy the elevators, using this lifespan to derive annual leasing costs, as well as a tracking system to verify usage
- (c) Designed packages to include all maintenance, with a commitment from the manufacturer to decommission and responsibly remanufacture or recycle its elevators at end-of-life

Impact

Sustainability

- (a) Ensured responsible decommissioning and/or remanufacture for end-of-life elevators

Beyond Sustainability

- (a) Leveraged new reliable revenue streams from these leasing contracts, while also ensuring top quality service to customers
- (b) Enabled the elevator manufacturer to return remanufactured products to market at a lower price point – increasing competitive advantage



Case 8 – Blockchain technology in after-sales service

Automotive OEM

F4

L2

Target

- (a) Create full transparency in spare parts supply chain
- (b) Improve customer lock-in, optimize spare part handling and track spare part usage and use of third-party spares
- (c) Derive learnings from spare parts demand, both for future demand planning and for R&D
- (d) Optimize ESG impact

Implementation

- (a) Established a system to track all spare parts via blockchain technology from order and sales to use in the vehicle
- (b) Set up a dedicated online platform to make immutable parts records and current conditions accessible on a 24/7 basis
- (c) Built an ESG control environment in which blockchain technology automatically documents the ESG impact for each step and every part

Impact

Sustainability

- (a) Enabled the OEM to track ESG compliance for each component and module with the end-to-end “PartChain” solution (e.g., emissions and waste produced or compliance with fair working conditions and safety regulations)
- (b) Allowed more accurate management of vehicle servicing with increased service intervals (vehicle is brought for service only when the system detects an at-risk component)

Beyond Sustainability

- (a) Leveraged new revenue opportunities with a more customized service offering
- (b) Improved accuracy of call-backs through digital documentation of all built-in parts
- (c) Increased supply chain transparency to help identify operational bottlenecks and inefficiencies

Leadership in sustainability will soon become a crucial success factor that might ultimately even decide on the survival of a firm.

Five sustainability actions to kickstart your sustainable service transformation

Sustainability is a global issue that compels every company to take action. There is no silver-bullet solution, but rather a range of incremental steps that manufacturers can introduce along the value chain beyond their own corporate borders. Industrial manufacturers have enormous potential to design and implement smart ESG solutions for their customers. It is time for you to step up!

It's 2022 and yet most of the companies we deal with still have a very limited focus on sustainability. Their efforts tend to prioritize limiting business trips to reduce carbon footprint, adapting to new legislation or allocating new board responsibilities. While these issues are indeed important, we believe that leadership in sustainability will soon become a critical success factor and may even determine a company's survival.

"Companies really understand that this is going to happen," says Prof. Dr. Bernhard Lorentz, Head of Climate Strategy at Deloitte. "They are really trying to understand not just what the regulatory standards are now, but what they will be in two or three years."

Leadership in this context is not about pursuing a lot of haphazard, so-called high-visibility initiatives. It will require a holistic, full-scale sustainability strategy that not only addresses your company's own carbon footprint, but also aims to help customers ease their more pressing sustainability concerns. After-sales service can be the ideal first step for industrial manufacturers to do just this – and the time to act is now. Here are the five actions we recommend to kickstart your transformation journey:

Action 1

Re-calibrate your service ambitions

Determine whether service is an essential part of your sustainability strategy. Over the lifespan of your products, after-sales service often delivers the lion's share of improvements. Ask yourself which issues you want to focus on (e.g., reducing waste, travel and transport or extending the product lifecycle) and how far you want to go (e.g., becoming a leader in a certain area or catching up to key competitors)?

Action 2

Verify your sustainability level

Next, find out exactly how sustainable your services and operations really are. Practically no one is starting from zero here; your service teams may be "almost there". The key questions are: How is service already helping to meet your company's sustainability goals and where are there still gaps? You can make a heatmap to show what you need to improve first.

Action 3

Define future services and set actionable priorities

Pinpoint which operations need to improve (esp. if inefficient or wasteful), define which new sustainable services you want to offer and then prioritize your key fields of action.

An easy way to do this is to take your service ambitions (Action 1) and compare them with the current sustainability level of your service offerings (Action 2): What sustainable services do you want to offer? What critical areas take priority?

Action 4

Break them down into initiatives and actions

Once you know the operational areas you need to improve and the new services you want to offer, you can start to define the initiatives and actions that will address critical areas and take you closer to the sustainable service setup you envision for your future. Assess the business impact of prioritized sustainability initiatives to get an idea of the top value contributors.

Action 5

Draw a roadmap and define how to activate it

Design your roadmap and make it happen – what initiatives do you need to tackle and in what order? What are the resources and decisions you need to kickstart the process? Define the decisions and execution steps that take priority and execute against the plan.

“The faster companies will understand how to lead in sustainability, the better they can win in the marketplace.”

Prof. Dr. Bernhard Lorentz, Head of Climate Strategy, Deloitte

How Deloitte can help

Setting up sustainable service strategies

Deloitte's After-Sales and Machinery Sector Team has broad experience in sustainability projects in the machinery sector and beyond. With our leading end-to-end sustainability expertise, we provide support ranging from a quick scan of sustainability service operations up to full-scale sustainability transformations.

We recommend a **Sustainable Service Lab** to start with. Lasting less than a week, this workshop with service leaders is designed to evaluate the maturity of your service organization in terms of sustainability and to develop a heatmap for critical areas. We use this as the starting point for the holistic journey through our **Five No-Regret** Sustainability Actions as outlined above, which generally takes from 12 to 15 weeks.

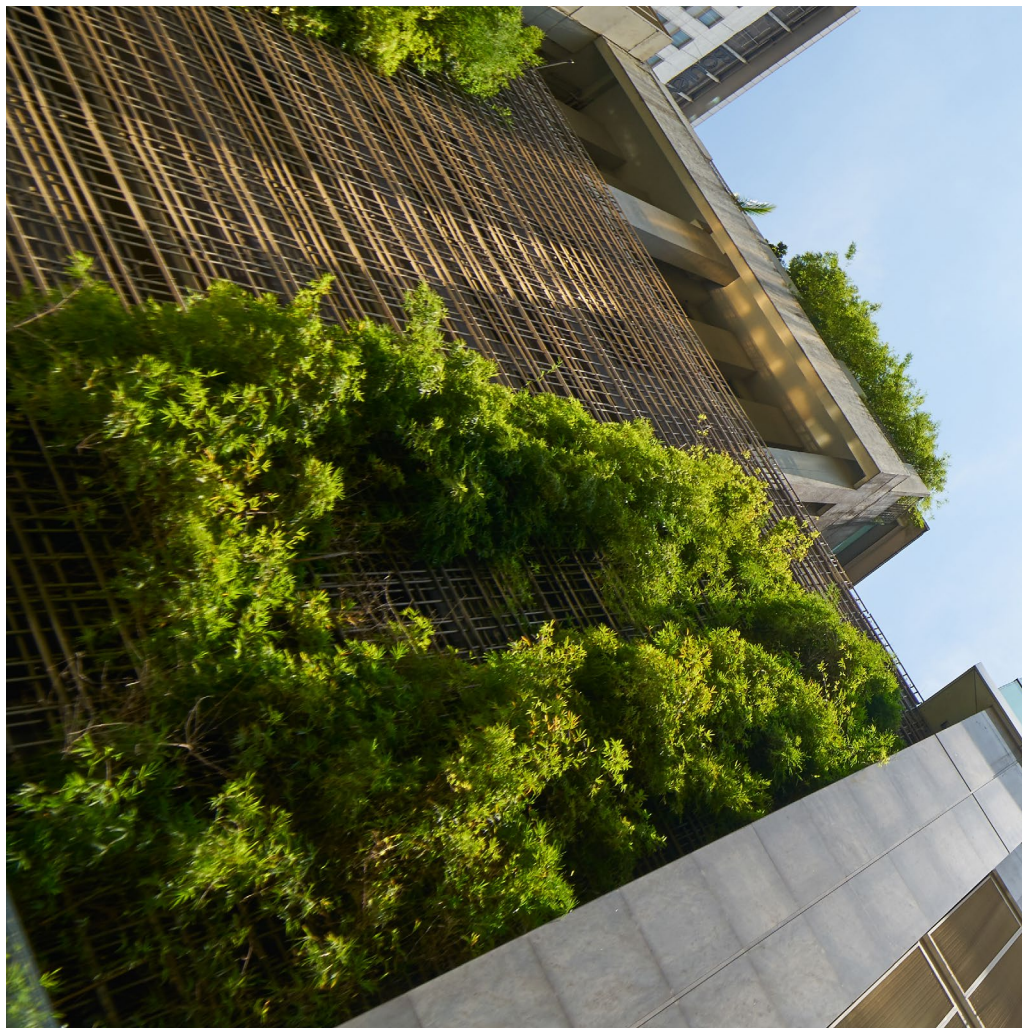
Pursuing other sustainability goals

Deloitte's Sustainability Team and our global Sustainability ThinkTank supports organizations with experts on any topic relating to sustainable development today. We offer a broad range of services from global sustainable strategies to concrete risk assessments.

Applying for public funding

Sustainability projects are often eligible for government grants and subsidies. Our Global Investment & Innovation Incentives unit can help you source additional financing at the EU, national and regional level.

Our goal is to make sustainability actionable and measurable for your enterprise, for your employees, for your customers and for all of us together as a society. It is time for us to take action and start seeing sustainability as an opportunity!





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Our insights can help you take advantage of change. If you're looking for fresh ideas to address your challenges, we should talk.

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More on after Aftermarket services



Equipment-as-a-Service (EaaS)



Three strategies to win the battle for service technicians



Digitalization as a growth driver in after-sales service



Aftermarket services

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