

BLUE BOX Expert Support Scale Up

Concept and Optimization Strategy

Graduate



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Initial Situation: Sulzer is a global leader in fluid engineering, with close to two centuries of experience developing innovative products and services that drive sustainable progress. With the growing importance of data and services, Sulzer is dedicated to the development of digital service solutions. Sulzer BLUE BOX is such a digital service, and its main use is for analyzing and optimizing pump operations. BLUE BOX comprises a data analytics platform augmented by expert knowledge to increase uptime and performance while reducing operational risk and is gaining traction with customers who are eager to take advantage of its capabilities.

The thesis aims to develop a possible solution proposal for scaling up the service at an operational level, by strengthening customer retention and integrating the service into the organizational structure.

Approach: In the first step, success factors for digital business models such as BLUE BOX were researched. Expert interviews were then conducted to map the success factors to the case and identify focus points.

In the second step, the process objectives for optimization were developed. During a workshop, the foundation for service optimization was evaluated and defined. Based on this evaluation, the relevant process area was identified, requirements for the target process were determined, and a solution proposal was developed.

Result: Building upon the existing efforts, the solution concept defines an approach to optimize the operational service process. The result is the separation of the service solution into two phases. The first phase serves the value demonstration, whereby customer retention is strengthened, and the integration of extended services is initiated. By differentiating between customer personae and their needs, individual objectives can be addressed during the service execution, thus strengthening customer retention. The second phase integrates BLUE BOX into Sulzer's extended service offering. In doing so, efficiencies are increased, and the core business is promoted.

The solution developed divides the operational service execution into seven core processes. This subdivision enables a modular approach to the processes, which helps to strengthen customer retention and to integrate the service solution into the organizational structure. The tight feedback loops further promote cross-departmental collaboration and value delivery, promoting the core business. The developed concept was reviewed by Sulzer and approved for realization and execution.

Advisor

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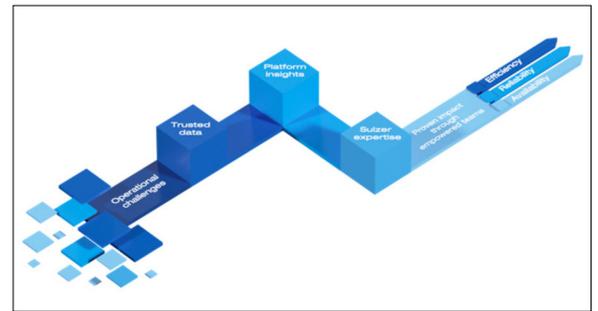
Subject Area

Business Engineering

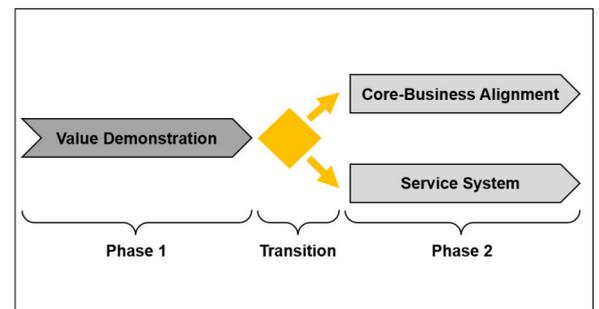
Project Partner

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BLUE BOX Pillars Sulzer Ltd.



Service Solution Phases Own presentation



Strategy Map Own presentation

