



**CENTER
SMART SERVICES**



Case Competition 2017

Your idea for Bosch Thermotechnology

Be creative and solve real industrial problems
Kick-off: 5th May 2017

Your idea for Bosch Thermotechnology

Background

Bosch

is one of the biggest technology companies operating in the area of automotive components, industrial products and building products. The innovative German company serves customers worldwide with more than 390.000 employees and achieved a revenue of € 73.1 billion in 2016.

Bosch Thermotechnik is the leading European manufacturer of thermotechnology with € 3.3 billion sales revenue in 2016. The company offers its customers throughout the world solutions for their room climate, domestic hot water and decentralized energy management requirements. Highly efficient technologies which also in many cases use renewable energies and make a significant contribution to implementing the energy transition. The product portfolio ranges from floor-standing and wall-hung boilers and water heaters to solar thermal systems, heat pumps for heating and cooling and on to large-scale commercial and industrial systems such as industrial boilers, CHP plants and waste heat recovery systems for industrial processes.

Connectivity and digital services at Bosch Thermotechnology

Bosch Thermotechnology has been selling connectable boilers for several years. Via Apps like Buderus EasyControl or the portal Bosch HomeCom customers get additional services and features. Bosch also provides smart controls (e.g. Bosch EasyControl) comparable to Google Nest or Tado. Other connectivity solutions like the Smart Service Key by Bosch are targeting professional services, supporting installers in the commissioning and maintenance services. Additionally, Bosch has founded a Bosch Smart Home division, which not only connects Bosch products within one app, but also includes third-party products like Philipps Hue.

Possible Use Cases

Bosch Thermotechnology launched a connectivity platform named Bosch HomeCom, connecting end customers, installers and the boilers. End customers get remote control and energy consumption information. Installers can get remote access and even remote control to the boiler. If it breaks down, they immediately get a push notification with all relevant information about the error and can provide a solution, before the house gets cold. Additional services like using energy consumption data analysis to recommend the optimal energy provider are also provided.

Your task

You have recently taken a job at Bosch Thermotechnology and your job is to develop innovative approaches for digital services. Given this information, your work will focus on either building up new business models and services for smart controls (option 1) or for an appliance life cycle (option 2) along the digital customer journey.

Option 1

There is a strong end customer pull for smart heating technology in Western Europe. Think of ideas to develop sales channels, marketing mixes and business models for smart controls.

and/or

Option 2

Connectivity offers the opportunity to increase customer loyalty and to generate additional revenue streams with services. Think of according ideas to develop digital business models/services during a product life cycle.

Be inspired by the variety of starting points along the customer journey:

Starting Points of Customer Journey	
Purchase Cycle	Appliance Life Cycle
<ul style="list-style-type: none"> ■ Visibility ■ Inform ■ Contact ■ Configure ■ Offer ■ Buy ■ Deliver ■ Install 	<ul style="list-style-type: none"> ■ Personalize ■ Register ■ Use (Comfort, Efficiency) ■ Upsell ■ Diagnostics ■ Maintenance / Service ■ Repair ■ Replace

Overall Objective

“Develop new connectivity based business models and services along the customer journey”

Point out your value proposition to potential customers and also your business model while utilizing the solution architecture for your digital service. Remember that a good idea only becomes an innovation, if viable business models are successful and accepted on the designated markets. Be creative!

Your idea for Bosch Thermotechnology

While developing new services, please focus on

- Fresh and innovative ideas, responding to real user needs in B2C or B2B2C markets – investigate what already exists on the market
- Real service opportunities – as compared to system or application feature innovations
- Unique selling point (USP) – explain why Bosch Thermotechnology has a ‘right to play’ in the field of digital services
- Complexity in business implementation – address stakeholder map, necessary partnerships and potential dependencies
- Business potential and potential to scale for a global player like Bosch Thermotechnology

In order to develop an idea, you and your team can access different channels of information: internet research, surveys, interviews/workshops and the documents provided by Bosch Thermotechnology. Use the given information wisely and integrate it into your project for better results.

Expected results

The expected results are divided into two parts:

- Business model
- Visualization of your idea

Business model

The most important part of your solution is the development of a solid, comprehensive and elaborate business model for your innovative concept. In order to ensure comparability to solutions of other teams, please utilize the Business Model Canvas to systematically develop your idea. The most important aspects of your concept are:

- Customer segmentation & value proposition
- Resources and activities
- Go-to-market approach & potential partners
- Cost and revenue model

Visualization

In order to demonstrate and easily convey your idea, please visualize it in any form. This could include a paper build prototype, a programmed application, a drawing, a short movie - it is important that you are creative in order to sell your idea to the jury!

Additional hints

- Take a managerial perspective for your business idea (Bosch Thermotechnology)
- Put emphasis on customer value – do market research and

talk to real customers. Use these insights to build your value proposition

- State the USP and develop a SWOT analysis
- Keep in mind that this is about a service business case – do not solely focus on enabling product or system elements
- Develop the outline of an implementation model, including requirements for service delivery (FTEs, resources, timeline)
- Give a recommendation for further actions based on your results
- Be innovative and creative!

Requirements

Teams

Individual persons or teams with two participants can participate.

All participants

Concept presentation, containing:

- Case solution – max. 20 minutes presentation (e. g. MS PowerPoint)
- Visualization of the idea
- All documents are to be submitted in English

Participants of the lecture Service Design & Engineering additionally have to hand in

Written concept description, containing:

- Executive summary – one page (MS Word)
- Case solution – 12 pages (MS Word)
- Visualization of the idea
- All documents are to be submitted in English in the provided template (see website or L2P)

Timeline

Kick off of the case competition will be on 5th May at the premises of Bosch Thermotechnology (Wernau), followed by a feedback session on 2nd June for every team, where first drafts of your idea are expected to start discussions. The final concept has to be submitted until 14th of July 2017.

Contact Information

For all questions regarding the case please don't hesitate to contact:

Benedikt Moser

Email: Benedikt.Moser@fir.rwth-aachen.de

Phone: +49 241 47705-205

Kontakt

Benedikt Moser
Center Smart Services
RWTH Aachen Campus
Cluster Smart Logistics
Campus-Boulevard 55
52074 Aachen
Phone +49 241 47705-205
Email Benedikt.Moser@fir.rwth-aachen.de