

---

# SUSTAINABLE REPAIR SERVICES FOR MANUFACTURERS

---

Repair services have great potential for manufacturing companies to create environmental value alongside strengthening the economic aspects of their business. But how can services be developed to take advantage of these benefits?

There are challenges for how sustainable repair service offerings can be developed in practice for manufacturers. Driving sustainability is not always a win-win situation and there are often trade-offs and conflicts between different environmental and social ambitions, and financial targets.

This article, based on a master's thesis studying an electronics manufacturer, suggest a five-stage process, matrices for evaluation and prioritization, and sustainability alignment through organizational targets for manufacturers to generate sustainable value through repair service offerings.

## *Five stages*

By using a sustainable business model innovation perspective and investigating the answers to the questions in the five following areas sustainable repair services can be identified:

1. What are the customer network's needs? What are the relevant sustainability problems?

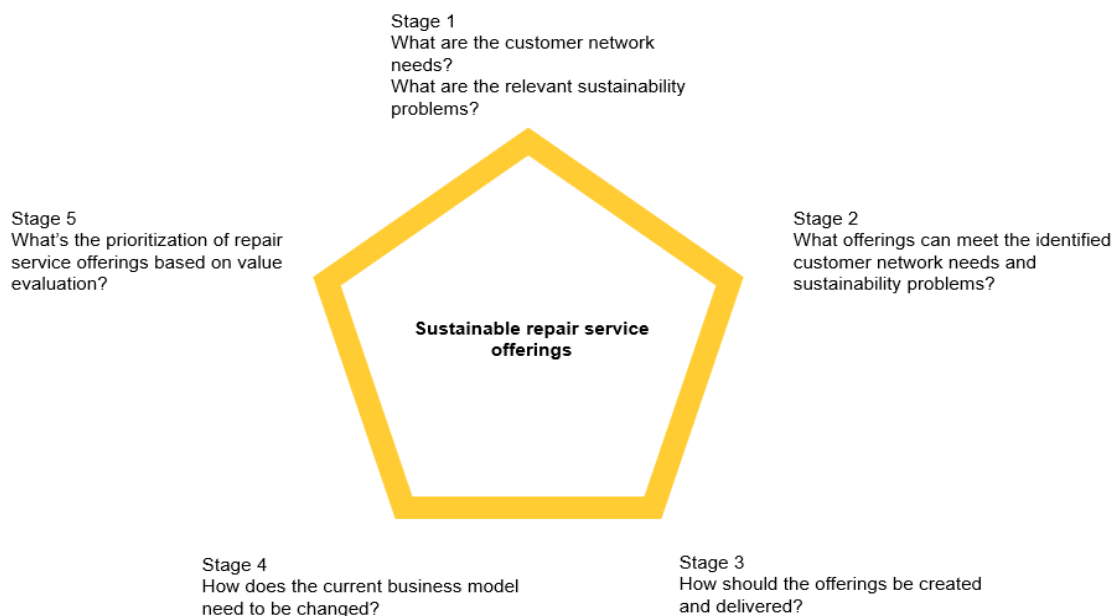


Figure 1: Five stage for generating sustainable value through repair services

Author: David Olsson  
Master's thesis report:

2. What offerings can meet the identified customer network needs and sustainability problems?
3. How should the offerings be created and delivered?
4. How does the current business model need to be changed?
5. What's the prioritization of repair service offerings based on value evaluation?

The investigation should be done through a cross-functional approach, where stakeholders working with various areas should be involved. The findings of one area can serve as input to the others, which is represented by the connected illustration in Figure 1. This method therefore emphasizes an iterative approach.

### Evaluation & prioritization

The final stage of the process involves evaluation for prioritizing the repair service offerings. As it can be challenging to correctly quantify benefits and cost, this article advocates two matrices for estimating the indicated environmental value, perceived internal stakeholder value and monetary flow. Perceived internal stakeholder

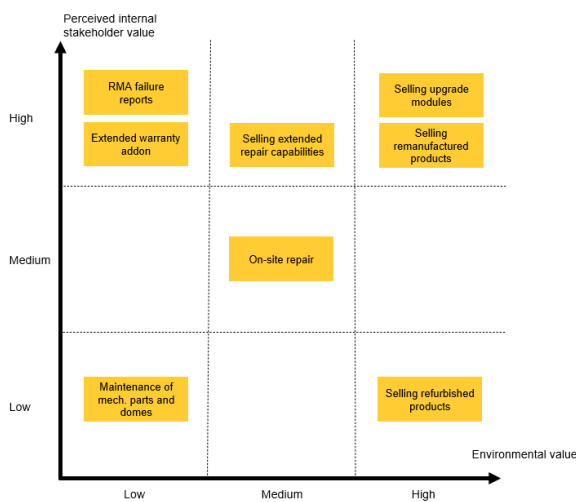


Figure 3: Indicated perceived internal stakeholder value and environmental value

value is defined as interpretation of how valuable stakeholders believe the offering is relative to the other offerings. The input for performing the evaluation and prioritization should be found through the four preceding stages.

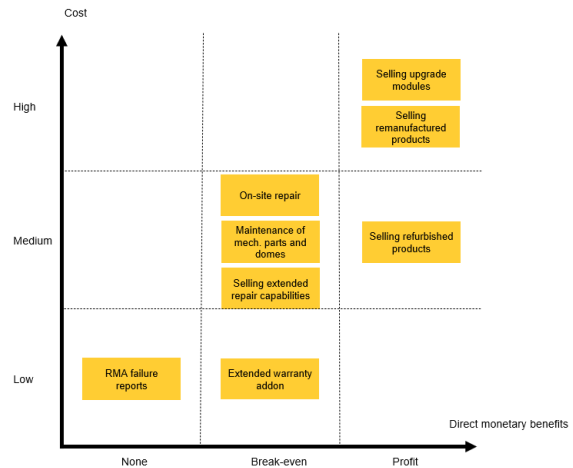


Figure 2: Indicated perceived internal stakeholder value and environmental value

Using the studied case manufacturer of the master's thesis as an example, using the two matrices as seen in Figure 2 and 3, out of eight offerings there were five higher prioritized offerings. Two of these offerings had high environmental value with an opportunity for profit. Two offerings had low environmental value but was prioritized since they had high perceived internal stakeholder value to a low cost. Two offerings were deemed to be not prioritized as they had low perceived stakeholder value.

### Organizational sustainability alignment

Organizational targets and commitment were found to be important to align the organization in sustainable development. In the case study, stakeholders were found to have differing views on sustainability's importance for business. By aligning the organizational there are potentially fewer conflicts developing sustainable repair service offerings.