

# JCIM

For B2B business developers:

Build your digital+ solution and leverage  
your own know-how to save a fortune.



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# We can help you save a fortune.

Wanna know how? Keep on reading.



## We Are Change.

Digital Transformation is all about change. We are masters of digital transformation, which also means we are masters of change.<sup>1</sup> We have learned that most businesses are not prepared for digital changes. One of our fundamental principles we want to focus on in this paper is the following: [To offer successful digital solutions you have to become a service provider](#). The process of building your digital solution is more complex than you think. It requires leveraging your own knowhow and going through a specific set of steps. Moving away from being a simple product provider to truly become a solution provider is exactly what it takes for your customers to recognize you as a capable provider of digital solutions. We believe that this is what digital transformation at its heart entails. Customers will storm your doors if you get this right from the beginning on and better yet you will save a fortune. At JCIM we have worked years to find out what it truly takes to tackle these changes and we can help you digitally transform in the most time and cost effective way. When you finish reading this paper we will have guided you through the process of building your first digital solution. Figuring out digital strategies can seem challenging at first. We've done it before and we will help you out with that, don't you worry.

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<sup>1</sup> [YouTube JC Information Management - We are change](#)

## Don't think we can? We've done it before!

*Look at what we did with...*

### ...Bartec

#### Before

Years of fruitless search for commercially successful digital solutions as part of a digital strategy in a highly conservative customer environment.

#### What we did at JCIM

Before we even started our assessment process we helped our customer change their view of digital transformation completely. We helped them create a new business case adding value and solving urgent problems instantly by redirecting their mindset regarding their core issue.

#### After

Major cost savings by reducing power consumption and enabling them to test out and validate their customers' benefits efficiently. With our help they now become the leading digitalization solutions provider for their field of expertise.

### ...Inapa

#### Before

*Troubles identifying a future digital business model.*

#### What we did at JCIM

We helped them identify their customer's customers' needs by assessing their core business processes and consulting their employees and customers directly. After identifying a potential business case we started to discuss further implementation to directly start a trial phase.

#### After

Newly identified requirements and a specific potential business case solving core issues beyond the superficial.

## ...Syngenta

### Before

The inability to roll out their solution due to the core issue of connection.

### What we did at JCIM

Within six weeks we developed a dummy prototype for test rollout. Therefore being able to identify specific core issues that we fixed and implemented into a newly designed prototype functioning as a fully working on demand solution.



### After

Within several weeks we created a solution to a problem which seemed unsolvable by addressing core issues directly.

## Now, you should read this paper

If you want ...

- ... A digital strategy that actually pays
- ... To be rewarded for the best digital solution of the year
- ... A scalable future business model
- ... To become a leader

If you are afraid of ...

- ... Not knowing which product to digitalize
- ... Not knowing how to digitalize your product
- ... Being unsure how to promote your digital solution
- ... Digitalizing your product on your own

If you wanna prove them wrong...

- ... The colleagues that kill your dream of working from anywhere
- ... The bosses who tell you to think inside the box
- ... The ones who steal your time

... and if you think ...

- ... Your company is not ready for the future yet
- ... Your current way of working might not hold up anymore
- ... There might be more to digitalization than just code and computers
- ... You should be the one to determine the market

## You are not ready for this paper

If you ...

- ... Don't think you need to provide digital offers
- ... Are looking for an out-of-the-box solution
- ... Believe you can make your internal IT department do it themselves
- ... Are not open for change

## You're still here? Great! Let's get started.

### Let's be honest:

The great majority of companies do not prepare properly for Digital Transformation. In fact it is 95% of companies around the world who do not prepare to provide digital offers in the future. Why not? They might be able to produce an IT product but they are almost never aware of what it truly means to implement one.

Reminder: Digital Transformation is change, driven by digitalization. So instead of inventing new digital products, you have to prepare your company for the different kind of future that digitalization brings. How in the world does this work, you might ask.

The truth is: Production processes will not be the profitability driver in the future. To be truly profitable in the future we believe that every business has to sell their core process in their area of expertise.

That might sound simple at first. But identifying your core processes requires careful consideration and planning. In this paper we will try to give you an overview of what it takes to build profitable future business models and provide you with specific steps and further insights into how to get it done correctly. At the heart of it all there is one important understanding.

### Our core belief is that...

...to make tangible recurring revenue with your future business model, you have to become a service provider.

To us, this is not only what defines digital transformation. Becoming a service provider is also the ultimate goal of any business wanting to digitally succeed. Changing from being a simple product provider into what we define as a service provider sounds so trivial that no one ever talks about it.

What that means to us is essentially establishing our customers as a service provider on their market of expertise in a newly digitally transformed field by sustaining a trusting customer relationship.

Take a second to reflect on that. Why is becoming a service provider so important?

Basically being a service provider is the ultimate state that you will want to transform into. In this paper we are going to explain what it takes to do so in detail. Before we start let's just briefly focus our attention on three important factors.

First, let's talk about trust. Developing a trusting customer relationship is the principle that leads to successful digital solutions. Trust always grows out of trust. In the end, if I don't trust myself, others cannot trust me either. This is the core driver that we make use of throughout the process we will take you on shortly.<sup>2</sup>

The second aspect that's essential to becoming a service provider is the need to identify and digitally leverage your core competence. So, creating a new digital business model takes identifying your initial, original business model or idea. Coming back to our core driver, you have to become digital in the area that customers already trust you in - go where you are perceived as the expert. What this means in action is going to the department of your business where the core value of your company is created. That might be products, processes or a specific set of expertise. These are the ones who we are going to talk to to identify the core processes and products of expertise that actually need digitizing.

The third and last thing we want you to remember throughout this process is that becoming a service provider means making non tangible offers with recurring revenues. Technically speaking this means that besides the actual production or readiness of your solution you also have to think about how you will operate your solution in the most cost-efficient way and lastly secure a long-term operability of your solution. You do this by determining the business case feasibility of your digital solution. This is a JCIM in its essence, a process that we have optimized over years of hands-on experience.

With these three basic principles in mind you are ready to start the process of becoming a service provider.

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<sup>2</sup> For further input on trust we recommend you the following reading: Luhmann, Niklas: Vertrauen: Ein Mechanismus der Reduktion sozialer Komplexität, 2001, Oldenbourg. (We are aware this book is in German language, we hope you find a way to get to the core of it in some way.)



Remember how we promised you that you will save a fortune?

We believe that following our game plan is the only way your business model can survive in the digital future and if you stick to this process correctly, you will save a ton of money. Before we get started with specific instructions - we will, promise - we would like for you to get to know us a bit better and tell you what we've learned throughout the years and what brought us here.

## Our Story

It's time to introduce ourselves properly. Let us take you on a quick journey on how we got to our core belief and what we've learned during our journey.

Our team shares over 20 years of experience in realizing innovative solutions. In terms of Digitalization, we've been there from the start and we were able to gather all this knowledge about what it truly means to offer digital solutions. There is Christoph, the founder, head of our company and driving force behind it all. He was joined by Michael, our CEO who is the perfect experienced partner to support this effort. Our core team consists of around 10 more of the quickest, creative and most efficient team members possible. That is due to one specific reason: at JCIM we make it our mission to work according to our BOC (Base Of Cooperation)<sup>3</sup>, a concept that has proved to be the foundation of everything that we do - and let's just say you will never want to work the same way once you start working our way.

In addition to that, over numerous projects we've overseen, no matter how good the idea or the realization was, we found that for the most part our clients' customers had completely different expectations and needs than what our clients told us. And not only that, often the customers didn't even need the solutions they were offered. We knew it was time to turn the tables and put our clients' customers in the driver's seat.

We learned the problem wasn't the customers, every single time it was our client who wasn't ready to offer new digital solutions because of a lack of understanding. So, we've come across four different ways that customers usually view digitalization.

1. The first one mostly involves traditional providers of non-electric products, they generally say that they are not interested or don't think it works for them.

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<sup>3</sup>  Base\_of\_Cooperation\_V4.pdf

2. The second ones are what we call “Enabling Partners” for other existing digital products. This means they do not bring digitalizing value to the table themselves but they help others digitize.
3. Third, the ones that provide digital output devices or products that deliver data, e.g. are controllable in some way (for instance sensors or actors).
4. The fourth and last group is what we like to call “digital +”, who leverage their own knowhow thus creating recurring revenue with the use of purely digital services and solutions.

At [JCIM](#), we range in category 3 and 4: That means we expand or enhance existing processes and products thus creating further future-worthy business cases. Now, “digital+” in its essence proves the need to transform into a service provider since digital transformation projects require more than product providing, for instance rollout and disposability, as well as readiness, fulfillment and assurance.<sup>4</sup> An indispensable part of digital projects that is often ignored. This is what we do best and apparently we hit the nail on the head with this realization. We’ve been helping B2B companies become successful digital solution providers for over 11 years now. Not to brag but we want you to know who you’re dealing with. Within this short period of time we have realized solutions with over 100 million in Annual Recurring Revenue while only pursuing those projects that showed actual benefit for our customers and their customers. Also our results were only achieved by Business Case Prototyping - no consultants, no market analysis or acquisitions made.

We did so great, our clients kept referring us to their customers to help find solutions for their customers' problems too - thus furthering the principle of trust. We have been obsessed with bringing this strategy to the world ever since.

**[Our goal is to prepare every B2B company for its digital future. And this is what we do at JCIM.](#)**

The great thing is, we don’t keep this strategy to us. In fact, we want you to learn from us and even personally help you go through the process we’re about to explain in the following pages.

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<sup>4</sup> [All About the Business Process Framework \(eTOM\) | Lucidchart Blog](#) This might help you out!

## Let's get to action!

So, how do you find your digital solution and make it a business case that will help you save a fortune?

As we mentioned above, the key here is becoming a service provider. Eventually this is the optimal state that you will have transformed into. Now let's take a look at how we get there.

We know that all of this might seem a little overwhelming at first, but we promise we will provide you with enough further input and knowhow as we go along so you don't miss out on anything. In this paper we will try to give you an overview of the process you will have to go through. When it comes to specific mechanisms and further steps, we will link our other resources and tools.

When it comes down to developing numerous ideas and kicking off your project you have to make a Proof of Concept (POC). We do this to find out if your idea is really valuable. At the end of this discussion you should be able to answer the following questions: Are your customers waiting by your door with bags full of money? When it comes to IT-projects it's not that simple though because every IT-project is a wicked problem.<sup>5</sup> What the hell is that? For now let's just clarify that wicked problems make it impossible to define a problem scope. If you can't define the problem, you also won't be able to define a solution, so ultimately there is no right or wrong. Don't panic, we have dealt with this for over 10 years, remember? Some solutions will always be better than others, so sometimes you just have to get started and follow a simple "Trial And Error Approach". Every solution you will be providing will create the need to react accordingly and enable you to generate a feedback cycle which will finally help you adapt your solution to your customers needs and help you identify their core issue. By the way, this changing of requirements is exactly why IT-projects will always be Wicked Problems but as you can see, we have learned a few things over the years that we're willing to share with you. And if you still feel overwhelmed, we'll always be there to help you out.

Another thing that this approach has taught us is that you will not find your first "good enough" solution until you roll it out directly to your customers. Now here is where the saving a fortune part comes into play! The secret is simple yet hard. [The more resources you use the more difficult it will be to make your product profitable. In turn this means that to make your product profitable from the](#)

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<sup>5</sup> [The 10 Characteristics of "Wicked Problems"](#)

beginning on you have to create the most amount of solutions at the least amount of effort and cost. This will simply help you identify and extract the true and core business case out of your solution. The less money you spend, the more options you can test directly. This way you will instantly know how to earn money on the spot. Some core metrics to keep in mind here are TTB ( time to build), TTM ( time to market) and TCoO ( total cost of operation).

The following chapter will help you understand the processes and mechanisms of becoming a service provider in a broader overview. We will teach you how to leverage your own knowhow to save a fortune and create the most successful digital solution. This paper is intended to get you up to speed of the process we've been using for a decade. We hope to inspire you in some way to adapt your own processes to ours. However we also want you to know that we gladly offer our help at any point if you feel like some more guidance. More on that later. For now, let's just get started.

## Our Steps

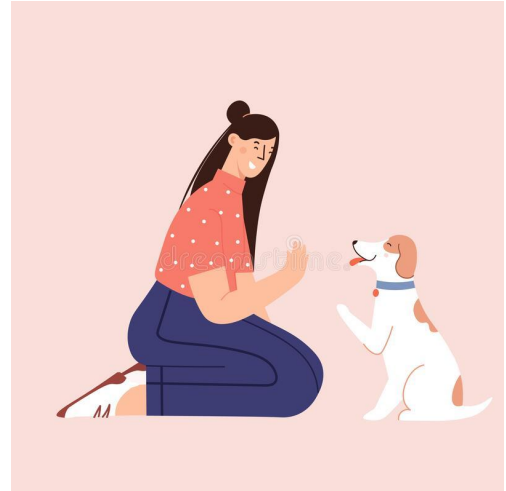
First, here's an analogy for you, then we'll get into the details, promise:

### Let's say you just got a new dog...

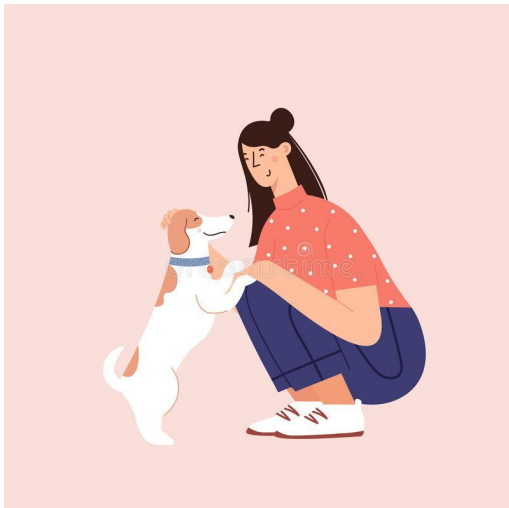
*Disclaimer: We know how this looks - why the hell would they compare their customers to dogs? Trust us when we say we don't mean to be disrespectful. All we're trying to do is show you how very obvious the process is. Give it a chance and we promise we'll explain what we mean in a second.*

### Step 1: Light Product Awareness Spark or “Help the dog trust you”

Whether you’ve had a dog before or not, the first thing you want to do is get to know your dog better and help the dog get to know you better. Again the keyword here is trust. Give the dog a chance to develop trust in you and in the fact that you will feed him and walk him and eventually meet all his needs. This can be done by providing simple preparations like buying him a collar and a feeding bowl.



### Step 2: Find Product User Fit or “Show the dog some action”



Now that you established a first level of trust with your dog, it is time to actually fill that feeding bowl with food consistently and take him out to the park every day. You want to make sure that your dog will listen to you and you become his trustful owner who will not fail to give him the attention he needs.

### Step 3: Compile Your Digital+ Solution or “Become your dog's boss”

Assuming that you and your dog have successfully created a trustful foundation it is time for you to take over control. Of course you will still want to listen to your dog's needs, but you have to let him know that you are the boss and make him follow the feeding, walking and behavioral routine that you have created for him.



Enough of the dog talk now, let's get real. To build your digital+ solution and leverage your own knowhow these are the overall steps you will have to follow. Keep in mind that your ultimate goal is to become a service provider and you do that by essentially identifying your core business model and learning how to digitalize it.

### Step 1: Light Product Awareness Spark

As with the dog example this step is all about starting to deliver and gaining trust with your customer. It's about igniting that first spark of interest. Essentially you want to provide value to gain the attention of your target group. This could be achieved in different ways - market surveys, in-depth interviews or intensive client meetings. Without your target group's attention there is no way you are gonna gain their trust. In return this ultimately results in little to no sales achievements regarding your digital solution. By lighting an awareness spark you have set the ground for a trustful customer relationship. Going forward you will be able to build on this foundation. You will also have started to build trust in your ability as a service provider. At this point with your solution you will opportunistically react to your target market.

When building your digital+ solution the values you want to provide in Step 1 could be...

- Becoming a reliable information source
- Providing troubleshooting support
- Or providing field specific insights

## Step 2: Find Product-User Fit

Now that your customers are intrigued and you caught your target group's attention, you will continue by proving that you can actually deliver. What this means in practice is finding a product-user fit. You want to specify only what brings value and leave out everything that doesn't help to provide that value. As we've mentioned above you want to focus on the core competence of the business and try to create the most amount of solutions at the least amount of effort and cost. This step is all about creating an opportunity for your customers to specify their actual needs. This is best done by a feedback loop that will enable you to react directly on your customers requirements and act accordingly. This step in its essence is where you begin to actually transform into a service provider. You start to provide added-value services based on your identified business case. Remember to build on your company's core competencies.

When building your digital+ solution you can prove you can deliver by monitoring...

- running processes (current state is monitored via connectivity)
- Unplanned event occurs (deviation/error handling)
- End of process
- Data post-processing and statistics

## Step 3: Compile Your Digital+ Solution

Let's recap. You've created a trustful relationship with your customer and you also have shown them that you can actually deliver like you promised you would. The third and last step you're gonna take is taking over control. You basically do this by compiling your digital+ solution. This is where the actual action happens. You start to intervene to control and take responsibility to decide where the market

is going further on. Ever wanted to become a leader? There you go! By compiling all your solution artifacts that you have gathered over the last two steps you will truly become a service provider. What sets you apart from a sheer product provider is your ability to operate an end-to-end digital solution, that actually pays, independently. And if you do it right and keep in mind the core metrics we talked about earlier even while you operate your solution you will save a ton of money building and maintaining your digital solution. At last you will be able to integrate your new solution into your existing portfolio.

When building your digital+ solution you can take over control...

- customer configures mission
- Deployment of mission to fleet device
- Fleet device receives mission via defined interface

## The Mechanism: 3 Phases of Digital Transformation

Now that we've talked you through the actual process, it's time to shine some light on the mechanism behind all of this.

Let's repeat: To become a service provider you have to prove to your customer that you are the right partner at their side. How to do that? By building and maintaining a trustful relationship, a trusting future expectation in foreseeable added value.

There are three phases of digital transformation you should get familiar with. Successfully transforming into a service provider means you have to go through all of these three phases. Leveraging your own knowhow and all the other principles we taught you above still apply throughout the phases. However, as you will see in a second, these phases explain more practically the process of providing a digital+ solution.



## Phase 1: Non-Invasive Phase

Again, it is all about trust. This phase is about establishing that first bit of interest and offering your customer a chance to get to know the great things you could do together. You do this by providing intangible services. The important thing here is that theoretically the company could survive without any of the impulses they are given in phase 1 since that's what they've been doing anyways. The breaking point here is that they are not taking any sort of risk at this stage. They are still not dependent on you while still profiting from the value provided to them: your [game-changing insights](#) that will make them want to switch to a new solution even more.

In regards to IT-projects or digital projects this could mean the following:

“Digital+”-Service Potential:

- Maintenance Support
- Documentation
- Sales Support
- Inventory Management

Use Case:

- Digital Nameplate

Operating Platform:

- Industrial Digital Twin

## Phase 2: Partially-Invasive Phase

We also call this “Invasive Level 1”. Furthering the trusting relationship with your customer you will now test the waters. Technically speaking you want to probe different partially-tangible approaches to generate feedback on which you can further develop your solution. Keep in mind that your goal is to start proving yourself as a service provider. What this means in practice is that, on top of the insights from phase 1, you start to make [specific recommendations](#) towards their solution effort.

Same thing with phase 2, your customers could easily go back to the way things were before you started creating value for them. Honestly though, the better you do, the more likely they will be to actually commit to what you are saying. At this point you start actively interfering, yet no commitment is involved.

In regards to IT-projects or digital projects this could mean the following:

“Digital+”-Service Potential:

- Energy Management (manual)
- Capex 2 Opex
- Advanced Sales Support
- Advanced Inventory Management

Use Case:

- Energy/Condition Monitoring

Operating Platform:

- Industrial Digital Twin
- Rapid Prototyping Platform

### Phase 3: Invasive Phase

Also known as “Invasive Level 2”. Building on your trusting customer relationship as well as your proven ability to provide services it is time to take over control. This phase is all about interference and claiming your market through actual tangible services. This is also where “digital+” becomes real: You are finally able to provide digitally exceeding solutions based on your own knowhow. At this point you will have your customers ready to commit so that you will be able to **take responsibility**: not only do you provide the basic knowledge - insights and recommendations - you also **actively implement** them now to the benefit of your customers' solution.

In regards to IT-projects or digital projects this could mean the following:

“Digital+”-Service Potential:

- Energy Mgmt (automatic)
- Remote Service
- Predictive Maintenance

Use Case:

- Energy Management

Operating Platform:

- Industrial Digital Twin
- Rapid Prototyping Platform

## One More Time

If you’ve made it so far, here’s a few things you should have learned by now:

- Businesses who don’t start caring about digital+ solutions today, will not survive tomorrow
- Production processes will no longer be the profitability driver, you have to sell processes by leveraging your own knowhow and becoming a service provider
- A trusting customer relationship is the foundation of building successful digital solutions
- To successfully go through Digital Transformation you have to pass three phases: Non-Invasive, Partially-Invasive and Invasive Phase
- To save fortune and make money on the spot, keep in mind the key metrics that are TTB ( time to build), TTM ( time to market) and TCoO ( total cost of operation)
- Remember to prototype as many options as you can as early as you can at the lowest possible cost

## Still Not Sure?

Here's a couple of more examples that prove this works.

### ...AGCO

#### Before

Struggling to roll out their preexistent system.

#### What we did at JCIM

Within the conceptual phase we quickly identified their bottleneck. This enabled us to go into an exemplary rollout directly with their reference customer in no time.

#### After

Setting a future standard by connecting several thousand systems.



### ...NEVONEX

#### Before

A complex project approach involving multiple parties realizing different parts of the project in the same field.

#### What we did at JCIM

We built a simple prototype within two weeks enabling us to identify necessary interfaces and challenge the project parties on how to implement those best. Ultimately leading us to roll out a fully functioning prototype within three months by gathering data through real time market experience.

#### After

A completely redesigned project setup incl. the technical platform heading out to set a revolutionary new market standard and win an award at Agritechnica.



## What Now?

In the last couple of pages we have provided you with all the insights and knowhow on our process. Now it's time for you to take action. There's three approaches you will most likely consider by now:

### Go Your Own Way: Do it Yourself

Your approach might be to do it all yourself. That's totally fine. Everything we just explained to you is there for you to work it out - adapting inner processes, gathering knowhow, hiring people and so on. Here's what will happen. In the end, you not only will have spent a ton of money, you'll also spend a ton of money on something you will never use again. Why? Because ultimately you want to realize the business case that you are about to prototype. That means that all the effort and spendings to make now will be useless once you've found your business case. To generate an ROI (Return on Investment) you will have to prototype a hell of a lot of business cases.

Instead, you might wanna hear us out: We have spent 10 years investing in numerous projects to develop a platform that is designed to the exact end-to-end process you need to build your digital solution. It is specifically tailored to your needs and will be the most cost efficient way to not only prototype your business case but also roll out your solution efficiently.

### The Technical Approach: Use a Rapid Prototyping Platform

You decided to go with a focus on technical feasibility. Sure, there is nothing wrong with proving that your solution is technically valuable and sufficient. However, take a look at digital nameplates for example. Like many other use cases there are technical norms for these types of solutions. You should quickly realize that it's not the technical solution that you have to validate but instead it is always the business case that has to be proven feasible. With this approach you will end up in the same scenario as with option 1 - a lot of effort that will be ultimately useless to you.

Feel like that's not for you? No problem, we got you covered.

## You can work with us: JCIM

If you've made it so far, congratulations, we are happy to have you on board. So why overcomplicate things? With our brand new all-in-one platform, "CASPER"<sup>6</sup>, we provide you with a simple end-to-end solution. Instead of gathering bits and pieces yourself like a game plan or process model or a team with the right knowhow and expertise, you can now let us help you leverage your own knowhow with platform that has it all: a steady support system, years of hands on knowledge, bringing together users, devices and customers and yes, you guessed it, rapid prototyping. The best thing is, we promise you actual results within the first 6-8 weeks and you even get your money back should we not have prototyped a business case within three months. With CASPER we help you create, develop and validate your Business Case without any dependencies. And if you like, you get a complete cloud solution without the need for interfaces and integration. Basically, we will help you build your new digital solution on the basis of the process we shared with you in this paper in no time.

## Benefits and Outcomes

- You eliminate all the risks and unnecessary expenses of building new digital solutions
- You leverage your own knowhow and become the expert in your field
- You will succeed faster, better and cheaper
- A scalable future business model that will actually pay
- Become a service provider for your target group and generate long-term value and recurring tangible revenue
- Probe numerous solutions at the lowest possible cost

We can't wait to hear from you and help you digitally transform into the service provider you were always destined to be!

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<sup>6</sup> If you want to learn more about our new platform license model check out LINK CASPER