

# Earn more from what you already have

## Do you always get what you need on time?

Margins on sales are falling. Parts don't always arrive on time. Suppliers deliver late, components are unavailable, and prices change suddenly. What if this is no longer an exception, but something that keeps happening? That is when dependency starts to affect your planning, your costs, and your delivery reliability.

## Do you only earn from new sales?

How dependent are you on selling new products? Customers don't just expect a good product at delivery. They also expect it to keep performing, and they expect you to be there when something changes. As a result, revenue is increasingly less about the initial sale and more about what happens afterwards. Maintenance, repair, upgrades, and service during use are becoming more important. What if someone else organises this better? What does that mean for your revenue, your margin, and your customer relationship?

## Where does your value go?

What happens to a product you delivered once it goes out of use? Often, it is not at the end of its life. Parts still work, products get a second or third life, and other parties capture that value. Meanwhile, you invested in design, production, and risk. Where does that value go today, and how can you capture it yourself?

## What is changing?

The greatest value is not only in what you still have to make, but in what is already in use with your customer and in what comes back. By making visible what happens in production, with your customer, and with what comes back, you gain control over the entire lifecycle. You start to see where value is leaking away. This requires different choices: in design, in how you serve your customer, and in what you do with what comes back.

## How do you scale up?

Once you see where value is leaking away, you want to act on it. How do you prevent this from remaining a set of isolated projects that disrupt your work process? Digitalisation and automation make visible what is happening, capture information within the process, and make a scalable and profitable approach possible.

# Product lifecycle

These three concrete levers you can start using tomorrow.

1

## MAKE

*your product*

- Modular and adaptable
- Less variation
- Less waste and greater security of supply

2

## USE

*at your customer's site*

- Insight into actual use
- Reliable performance
- Earn during use

3

## REUSE

*what comes back*

- Take products back
- Reuse components
- Capture residual value

**This is where new value is created:  
during use and when products come back.**

**INSIGHT THROUGH DATA ACROSS THE ENTIRE LIFECYCLE**

## Start small

Choose one place where things are going wrong today:

- product
- customer
- a specific problem

## Three questions

- Where am I losing money today: making, using or end of use?
- What do I already know about it?
- What can I make visible tomorrow?

DACE: Digitalisation and Automation for a Circular Economy



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