

# **Design your business for RM: an approach to successfully implement RM and capture all benefits the technology offers**

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## **The need to design your total business for RM**

RM has been called the manufacturing technology of the future. We argue that to make this technology a success, a full re-design of the business chain is needed. Marketing-, supplier-, product design- and legal issues will determine the success of RM as much as the technology itself.

Some say RM will turn into the second industrial revolution. But history tells us that every new technology can't conquer the world without sound business opportunities. Unfortunately there are many examples of companies with superior technologies not being able to bring them profitably to market, because they ignore the business side of innovation. RM could change the way we do business, but it still, just like any new technology, has to prove its value. Why would management even consider investing in RM or its (further) development unless we prove its market value?

Everyone considering or working with RM-technologies will have to show what business opportunities can be captured. This means not only making the great potential RM holds for your company specific, but also making sure your company will not strumble over any business barriers blocking you from reaping the benefits of RM. To capture all benefits the technology offers, you need to (re-)design your business for RM.

This shouldn't wait until the technology is fully developed, but should be started right away.! By building a solid business case at an early stage, you can gain management appraisal and attract (research) partners, investors and sponsors for RM.

Our approach to implement RM successfully, starts with formulating your RM-strategy, defining the reasons why your company should want RM and setting your ambition levels. Next, a high level market analysis will find the "RM-piece of the pie" and will reveal the potential RM holds in your market. Many technology driven companies tend to overestimate the real added benefits of RM to their customers. The possible hassle and switching costs to retailers and end users in terms of scanning, service and employee training is often ignored. In short, an indepth analysis of the (potential) benefits and gains of RM throughout the chain is needed to see whether the market and the partners in the value chain are as ready as you are to make RM a success.

Some of the business barriers cannot be overcome by your company alone. Issues such as product liability, (design) ownership, safety and legislation and regulations around personal data must be dealt with in RM. To overcome these barriers, it is the way you design your total business model that will determine how able you are to capture the

benefits from RM. Not only your manufacturing operations should be adjusted, but also other business functions - such as purchasing, engineering and marketing will change radically. Have you figured out already how RM will influence your product design and your customer- and product data-management? Do you know how it will effect your relationships with customers and suppliers? Implementing RM successfully asks for rapid (re-)design of your total business!