






## Client: Detandt-Simon

-  Leading provider of HVAC solutions for B2B customers
-  Belgium-based, 130 employees, €22 million turnover

## Challenges:

-  **No recurring revenue** and little revenue predictability
-  **No insights** on how customers are using their products
-  **No monetisation** of the entire product lifecycle ( $\pm 20$  years)
-  **Limited efficiency** as products are not digitized and airflow is not optimized
-  **High upfront investments** repel some customers

## Developed solution: Ventilation-as-a-Service

→ [www.ventilation4u.com](http://www.ventilation4u.com)

The solution P2S developed with Detandt-Simon is an **outcome-based subscription** where **air quality is continuously guaranteed** to customers, over a multi-year period.

Customers are freed from having to buy and maintain the ventilation system. The ventilation system is provided for a recurring fee that also includes installation, maintenance, spare parts, value-added services, and an outcome guarantee. Customers only pay for the outcome: ventilated air.

No upfront investment is required from customers (OpEx financing). In addition, smart airflow optimisation software allows for up to 40% savings on customers' energy bills.



Juan Baldo  
CEO @ Detandt-Simon

*“With P2S Management Consulting’s methodological approach, we managed to **launch the project in 10 months**. P2S helped us increase our **margins by 500%** and increase the average project **revenue by 150%**. Tailored workshops, insights, best practices, and putting us in contact with the right partners all contributed to a very creative working atmosphere. Plus, VaaS allows us to **monetise the entire product lifetime** of ventilation systems!”*

 **+150%**  
**Revenue**

Compared to a one-time sale

 **+500%**  
**Margin**

Compared to a one-time sale

 **10**  
**Months**

Project duration  
(concept till launch)

## → for Detandt-Simon:

*Recurring revenue, insights on product use, closer customer relationships*

In only **10 months**, Detandt-Simon went from brainstorming about a subscription model to a **fully operational Ventilation-as-a-Service offering**. The new subscription offering led to an **increase in margins of 500%**, as well as to an **increase in revenue of 150%**, compared to the traditional one-off sale of ventilation systems.

Detandt-Simon benefits now from **recurring, predictable revenues**, as well as **data and insights on how their ventilation systems are being used** (information that can be used and monetized in multiple ways). The subscription business model was a clear opportunity to grow Detandt-Simon's business and stay ahead of the competition.

## → for Customers:

*100% ventilated air, 0% responsibilities, 0€ investment*

Detandt-Simon's customers are offices, warehouses, elderly homes, schools, gyms, etc. Customers are better off thanks to VaaS, as they **subscribe to the outcome** of the ventilation system (a pleasant air quality), **not buying the ventilation system itself**.



Customers are discharged from the hassle of maintaining (repairs, spare parts, maintenance) the ventilation system over time. Thanks to the subscription financing structure, customers have no required initial investment – **no CapEx, only OpEx**. In fact, ownership of the equipment remains with Detandt-Simon (or one of its financing partners). Thanks to the air quality sensors that are put in each room of the customer's site and thanks to the developed air quality optimisation software, Detandt-Simon **reduces the operational costs** (energy, spare parts, ...) for the customer's ventilation system **up to 40%**.

## → for our Planet:

*Prolonged product lifetime, reduced consumption of resources*

VaaS is more environmental-friendly as connectivity and optimization of the system allow for a **significantly reduced energy consumption**. Plus, preventive maintenance allows for the **ventilation system to have a longer lifetime**, thus consuming fewer resources. Detandt-Simon replaces filters (spare parts) only when they are really due.

For the development of this innovative concept, Detandt-Simon chose to collaborate with [P2S Management Consulting](#), a consultancy specialised in *as-a-Service* and subscription business model transformations.

## Subscription Action Plan™

P2S advised Detandt-Simon on all **key challenges along the full transformation** process. To structure the transformation journey, P2S used its Subscription Action Plan™, a **hands-on roadmap based on best practices and insights** from over 30 manufacturing companies that already successfully developed and launched a subscription model. The Subscription Action Plan™ is a three-stage roadmap, addressing the **20+ challenges faced when developing a subscription business model**.



## Subscription Experts Ecosystem™

When very specific topics required **additional expertise**, P2S connected Detandt-Simon with the right partners. P2S' **Subscription Experts Eco-system™** is a network of companies providing services in areas of the subscription world, e.g. **subscription financing, subscription contracts or subscription management software**.



## Stage 1: Conceptualising the subscription model

Subscription models are highly customer-centric, thus the first challenge was figuring out what Detandt-Simon's **customers' hidden needs** were and what they were truly after. P2S met customers and questioned them about their needs and pain points related to their ventilation systems or requirements. Customers wanted optimal air quality, high-quality material without downtime, not having to disburse too much cash, outsourcing maintenance and repairs (and its administrative organisation), and being in line with authorities' requirements to be able to show reports on their air quality over time.

P2S came up with a **value proposition** tackling all customer needs and **drafted a first subscription concept**. Another challenge was to define for which **type of customers** the subscription offering would be particularly appealing, both from a customer and Detandt-Simon perspective.

Once the subscription concept was ready, P2S again **reached out to customers** and presented the concept, questioned them (a lot), learned, readjusted, and reiterated until we found the **best concept-market fit**.



## Stage 2: Building the subscription offering

Continuous monitoring of equipment is a requirement for *as-a-Service* models, and Detandt-Simon's ventilation systems were not yet "connected". P2S put them in contact with several partners of our **Subscription Experts Ecosystem™** specialised in IoT connectivity. IoT allowed optimising the airflow in each room by auto-regulating the strength of the ventilator to the air quality – live! This in turn leads to **40% savings on the customer's electricity bill**.

Once the connectivity was set, P2S created **3 subscription packs (Starter, Pro, Pro+)** for customers to choose from. The **optimal pricing strategy and model** were then designed for each pack.



**Vau Starter**

- ▶ Démonstration (1X) : Fonctionnement système + Dashboard IoT (1X)
- ▶ Transport, installation et mise en route système
- ▶ Mise à disposition système
- ▶ Paiements : Trimestriels
- ▶ Assistance normale (Heure de bureau)
- ▶ Label de qualité : PEB
- Maintenance et réparations Starter : Filtrés inclus
- ▶ Nettoyages bouches (2X) + Calibrage réseau (2X)

EN APPRENDRE D'AVANTAGE



**Vau Pro**

- ▶ Démonstration (2X) Fonctionnement système + Dashboard IoT (2X)
- ▶ Transport, installation et mise en route système
- ▶ Mise à disposition système
- ▶ Paiements Trimestriels
- ▶ Assistance normale 24/7
- ▶ Label de qualité PEB + Certificat personnalisé
- Maintenance et réparations Starter + Filtrés inclus
- ▶ + changements filtres (10X) + Nettoyages bouches (4X) + Calibrage réseau (4X)
- ▶ Interventions rapides 24h/72h
- Connectivité et optimisation IoT : 1 capteur/zone +
- ▶ Optimisation de flux et d'économies Pro + Reporting hebdomadaire + Alertes 24/7

EN APPRENDRE D'AVANTAGE



**Vau Pro+**

- ▶ Démonstration (illimité) : Fonctionnement système + Dashboard IoT (illimité)
- ▶ Transport, installation et mise en route système
- ▶ Paiements : Choix de paiement trimestriels, mensuels ou annuels
- ▶ Assistance normale 24/7
- ▶ Label de qualité PEB + Certificat personnalisé
- Maintenance et réparations Starter: Filtrés premium inclus + changements filtres (10X) +
- ▶ Nettoyages bouches (4X) + Calibrage réseau (4X) + Nettoyage gaines (1X)
- ▶ Interventions rapides 24h/72h
- Connectivité et optimisation IoT : 1 capteur/zone +
- ▶ Optimisation de flux et d'économies Pro+ , Reporting hebdomadaire + Alertes 24/7 configurable

EN APPRENDRE D'AVANTAGE

**Overcoming the financing problem** was the next major challenge, i.e. the fact that Detandt-Simon had to pre-finance the ventilation systems and only received payments from customers over time. The concept is known as **"Swallowing the fish"** because of the rising cost curve and decreasing revenue curve. To counter that challenge, we connected Detandt-Simon to several **financing service providers specialised in subscription financing** (part of our Subscription Experts Ecosystem™). These partners now buy equipment from Detandt-Simon, and then rent it back to them, which is, in turn, rented out to customers.

As responsibilities significantly increased for Detandt-Simon in the subscription model, it was important to **draft solid contracts and general terms & conditions**. Again, a partner of our Subscription Experts Ecosystem™ specialised in subscription contracts took care of drafting the documents.




## Stage 3: Adapting the company internally and preparing for launch

After the first two stages, Detandt-Simon had a ready-to-use subscription offering. However, before launching, it was important to prepare the internal company and processes for the new offering. P2S **defined the processes and flow charts** for each step required throughout the subscription duration, and **assigned roles and responsibilities**. New jobs emerged, such as the **Customer Success Manager**, responsible for guaranteeing customer satisfaction throughout the contract duration, and beyond. Another challenge that needed to be mastered was the **IT infrastructure**, adapting the ERP and CRM systems so that they could **accommodate recurring billing, contract management**, etc.

It was then time to create awareness around the newly developed subscription offering, creating a **sales strategy and a marketing plan**. Support material (website, brochures) was created, as well as several sales channels that were put in place. **Training sales representatives** was another major challenge, as selling an *as-a-Service* solution over time is different from selling one-off products. P2S put itself into the customers' shoes once again to **define potential FAQs** (and answered them). It was now time to assist Detandt-Simon in launching and selling the first subscriptions to customers.

It took only 10 months, from the start of conceptualisation until the launch of the subscription offering, leading to an increase in Detandt-Simon's margins by 500%, as well as to an increase in revenue of 150%, compared to the traditional one-off sale of ventilation systems.



*“We now **collect interesting data** about how our equipment is being used by customers, which in turn is used to **provide better service to our customers.**”*

- Juan Baldo, CEO, Detandt-Simon

## About P2S Management Consulting

P2S is an innovation consultancy **specialised in subscription business models**. P2S helps **manufacturers and distributors set up their own subscription models**.

With our **Subscription Action Plan™** - a proven roadmap - we guide companies step-by-step in conceptualising, building and launching their subscription model.

With our **Subscription Experts Ecosystem™**, we connect companies with our 30+ partners that offer services such as subscription financing, subscription management software, and subscription contracts.

Based on **best practices, case studies and interactions with dozens of companies** that already developed subscription models, we prevent companies that are new to subscriptions from making the same mistakes and help **structure the transformation journey with tailor-made workshops**.

Thinking about developing a **subscription** or **as-a-Service** business model?

Let's have a chat!



**Florian André**  
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