

Case Study

Unlocking Competitive Advantage:

Optimizing **Customer Support Models**
in the **Semiconductor Etching Industry**

Client's Objective

The client sought to refine their customer support strategies by benchmarking key service models within the semiconductor etching value chain. Their focus was not only on understanding the interplay between product sales, service offerings, cost structures, and revenue streams but also on identifying key value propositions, partnerships, and expansion strategies shaping industry best practices.

Our Strategic Approach

To help the client navigate the competitive landscape, we employed a structured, insight-driven methodology to draft performance-based tailored business models, including:

In-depth Analysis of Customer Support Models

Conducted a comprehensive assessment of customer service strategies, evaluating the integration of service contracts, data analytics-driven offerings, and performance-based models across leading players in the semiconductor etching space.

Benchmarking Key Business and Revenue Models

Mapped out the cost structures, pricing strategies, and revenue streams of different support models, identifying industry benchmarks and best practices.

Recognizing Growth and Expansion Strategies

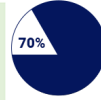
Examined partnership frameworks, market expansion approaches, and value-added services leveraged by key competitors to enhance customer retention and profitability.

Snippets

Key Customer Support Model

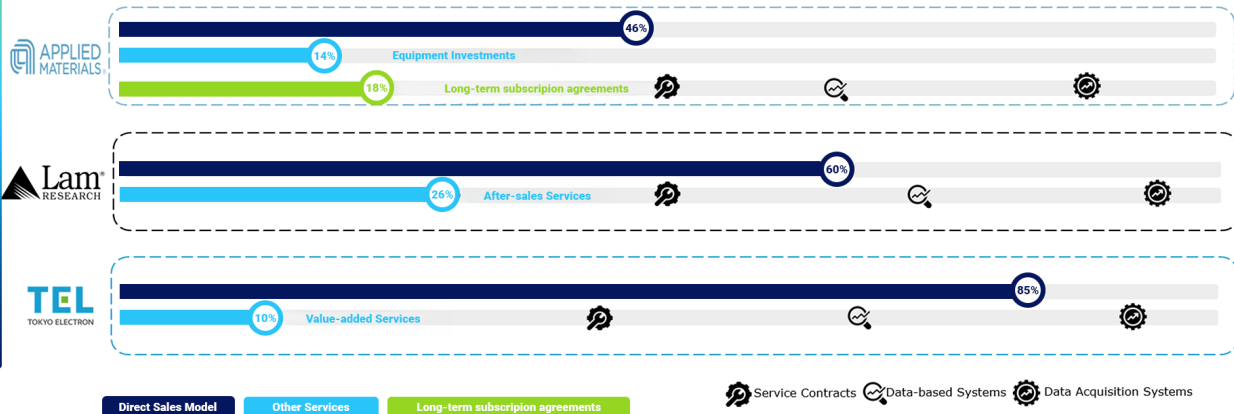
Subscription-based model

- Manufacturers and providers of etching tools benefit from subscription-based models because it ensures a regular income stream, predictable cash flow, and long-term client relationships; When introducing a subscription model, tool suppliers should pay close attention to the pricing, value proposition, customer support, and subscription conditions

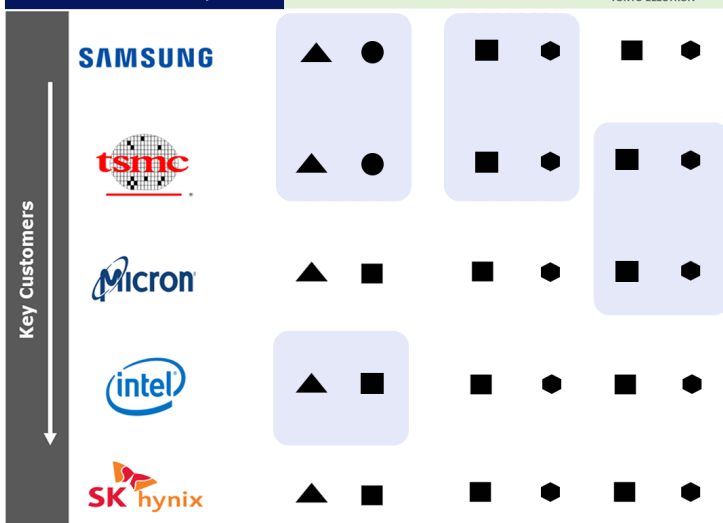


- Applied Materials Inc., is planning to generate **70% of future service and parts revenue through subscription-like long-term agreements**
- Applied Materials Inc.'s uniquely enabling technology, growing installed base, and service intensity will be its key growth drivers in the long term

Percentage of Product Sales & Services (Only for Etching Business)



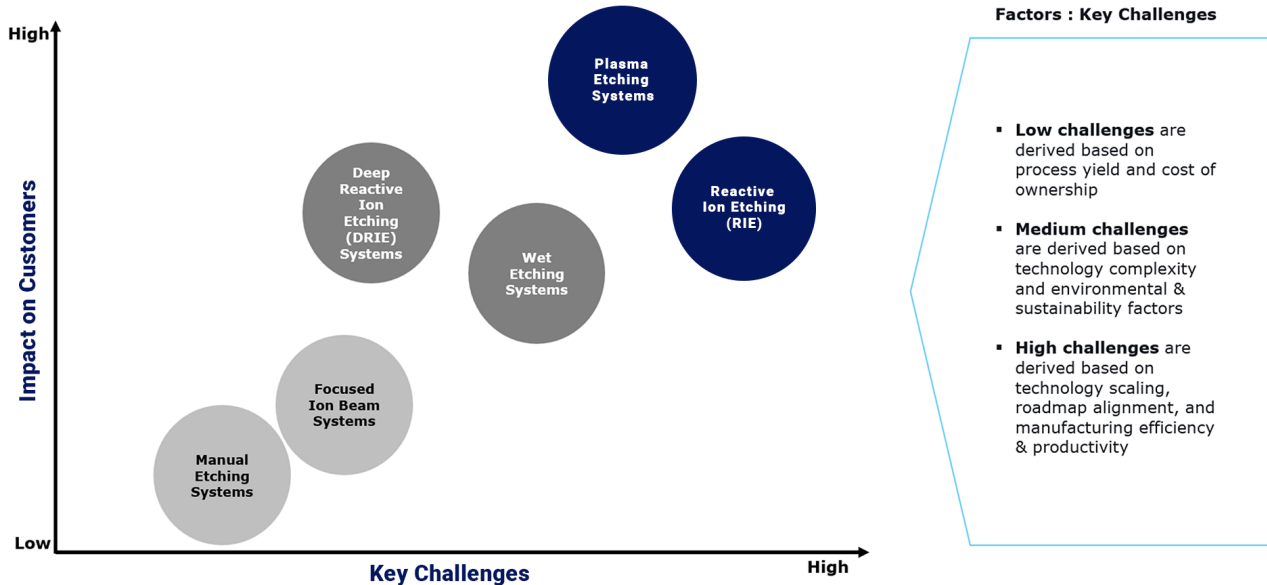
Equipment Manufacturers



Focus Areas

- Customers would typically pay a recurring fee for access to the data analysis platform, ongoing support, and regular insights and reports generated from the analysis of their data
- This includes equipment maintenance, support, and data analysis as a value-added component within the overall service agreement
- Customized pricing involves assessing factors such as the volume and complexity of data, the duration of engagement, the level of customization needed, and the desired outcomes
- Customers purchasing equipment or software solutions will receive data analysis services as an added benefit or as part of a comprehensive solution package

Key Technologies and Customer Challenges



Client Impact

By leveraging our competitive benchmarking insights, the client gained:

- A clear roadmap to refine their strategic positioning and enhance customer engagement.
- Actionable intelligence to drive innovation in support models, strengthening market competitiveness.
- Proactive risk mitigation strategies, enhancing resilience in the evolving semiconductor etching tool industry.

Conclusion

Through our in-depth analysis and strategic recommendations, we empowered the client to optimize their customer support models, aligning service excellence with business growth. This approach not only strengthened our client's competitive positioning but also enabled long-term sustainability in a dynamic industry landscape.

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We are located at

India (HQ)

207-208 Welldone TechPark, Sohna
Road Sector 48, Gurugram, Haryana
122018

+91 124 429 4218

Japan

1-12-14 Jinnan, 6F/7F/8F Shibuya
Miyata Bldg, Shibuya-ku

+3 397 046 5950

Delaware (USA)

8 The Green, Suite B, Dover, DE 19901

+1 302 450 1418

California (USA)

99 S Almaden Blvd, Suite 600, San Jose, CA

+1 347 480 2054

Germany

5th Floor, Hahnstrasse 70, Frankfurt am
main, 60528

+49 335 2773 4678

United Kingdom

13 Freeland Park, Poole, Dorset, United
Kingdom, BH16 6FH

+44 207 193 3548

For enquiries e-mail us at
contact@iebrain.com

Find more about us at
www.iebrain.com

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