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From an Industrial Product to a Market-Ready Outcome Service

How industrial OEMs turn technical possibilities into services that customers can buy, test, and receive again and again — before the full solution is built.

Core idea. A technical solution is not market-ready only because it can do more. It becomes market-ready when a specific buyer sees a clear and testable benefit in a specific situation, the first step has controlled risk, and the service can then be delivered reliably.

HOW TO READ THIS PAPER

Contents and Decision Logic

How to read this whitepaper: The order is causal. Each section answers a different management question, from choosing the right opportunity to making a portfolio decision. When a company skips an early proof, the open uncertainty often returns later as a special solution, a sales objection, a cost gap, or a delivery problem.

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EXECUTIVE PERSPECTIVE

1. Executive Summary

Industrial companies often already have the hardest parts: working products, an installed base, domain knowledge, customer access, and technical data. But these strengths do not automatically create a repeatable service business.

Between a technical possibility and repeatable revenue, there is a decision system. It connects market logic, offer design, evidence, economics, delivery, and portfolio decisions. JCIM describes this transition as a connected path from the product, through market proof, to a repeatable service portfolio. [1]

Current Industry 4.0 research sees digital and data-based business models as an important source of differentiation and new market potential. It also says that people, organisation, and the ability to manage complex product-service systems are central to successful implementation. [2]

Research on digital servitisation makes the same point: technology alone does not create value. Companies must also change their value offer, routines, knowledge, and organisation. Path dependency helps explain why established companies can stay inside old logic even when their technology is strong. [3]

The evidence-based path: narrow the opportunity → understand the buyer and trigger → define a limited offer → build the smallest market proof → make delivery and economics operational → decide portfolio readiness.

The EU Data Act has applied since 12 September 2025. It extends the rules for access to data from connected products and related services. The European Commission specifically mentions industrial machinery and possible aftermarket or additional services. This creates opportunities, but it is not proof that customers will buy a specific offer. [4–6]

AUDIENCE AND FIT

2. Who This Decision Framework Is For

This framework is for industrial OEMs and technology leaders that are not starting from zero. They already have products, an installed base, technical knowledge, data, or early digital initiatives. Common starting points include a reactive service business, possible monitoring, analytics, or remote-service ideas, and pilots that have not yet become a manageable portfolio.

The framework is especially relevant for leaders in service and aftermarket, digital business, product management, business development, and executive management. It is for teams that want to

manage new services with testable decisions, not only with innovation enthusiasm. JCIM's current positioning describes the same fit: industrial OEMs with service or aftermarket potential, technology leaders with an installed base, and teams that take market proof and operational delivery seriously. [1]

The framework is not a good fit when:

- the only task is to implement fully specified software;
- there is no access to real customers, users, or operating situations;
- the company wants a workshop result but is not willing to test the market;
- product truth, responsible decision-makers, or operational ownership cannot come from the company itself.

Fit check instead of a universal claim. This is not a general innovation model for every organisation. It is designed for situations where an existing industrial asset must become a service that customers can buy, the company can deliver, and management can control economically.

CHANGE IN LOGIC

3. The Main Thinking Error: A Technical Possibility Is Not Yet an Offer

A common inside-out approach starts with sensors, data, a platform, features, or an internal roadmap. The business case is then written around the solution. This often creates a large and detailed specification, but leaves key questions open: Who is the buyer? What creates urgency? Which budget is used? Which risk is reduced? Why would the customer pay?

The alternative starts with a customer decision: **What visible situation should change, for whom, how does value arise, what is the smallest useful proof, and under which conditions can the service be repeated?**

The product remains important. But its role changes. It is no longer the assumed reason for the business. It becomes the technical base for a customer value promise that has already been clarified.

OLD LOGIC

Product logic as the starting point

- Features, platform, or roadmap define the scope.
- Value is explained later from the features.
- The first test already becomes a small rollout.

NEW LOGIC

Customer decision as the starting point

- Buyer, trigger, and problem situation limit the scope.
- Value and risk can be tested before the full build.
- The smallest proof decides the next investment.

FROM PRODUCT TO OUTCOME

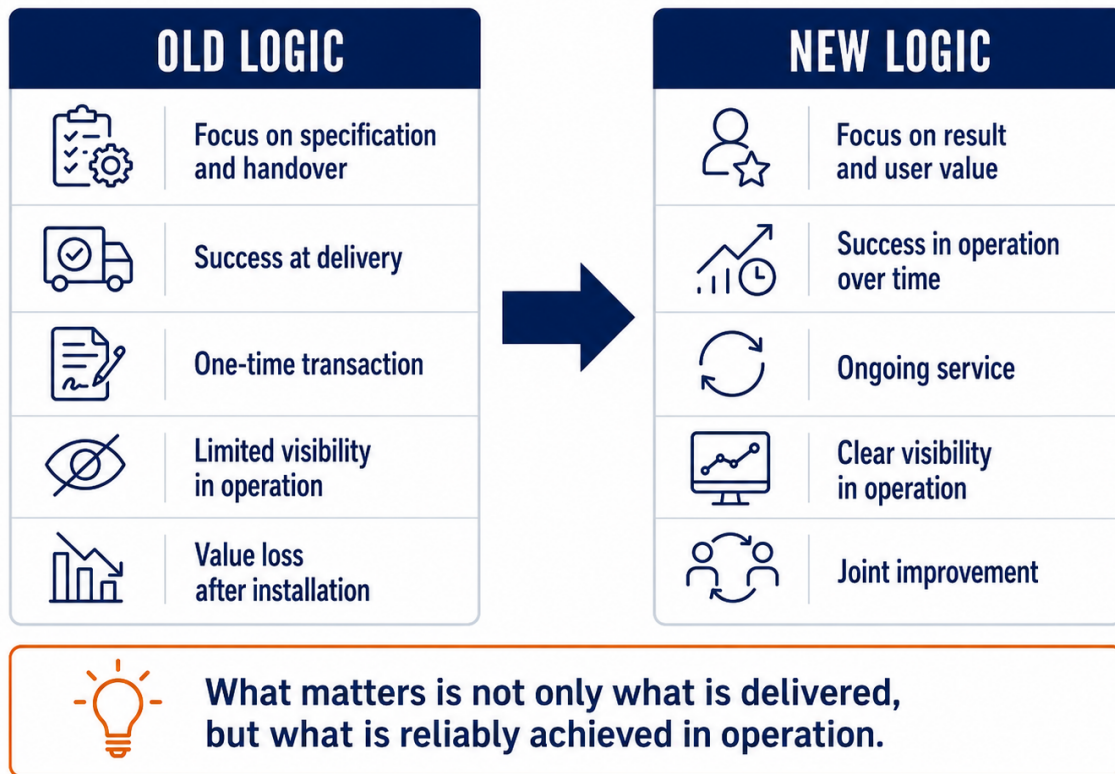


Figure 1: From product to outcome: the success measure moves from handover and a one-time transaction to visible performance, clear operating data, and joint improvement over time.

Management consequence: A larger technical solution does not automatically reduce market uncertainty. It can increase the cost of later correction before the company knows whether a buyer will act.

ROLE AND EVIDENCE LIMIT

4. Why JCIM Works on This Transition

JCIM works at the connection between market decisions, pilots, operating models, and portfolios. Its public method moves from a market signal and a testable value promise, through prototype, pilot evidence, and economics, to roles, delivery, a sales story, and portfolio readiness. [1]

Christoph Hoffmann has been an entrepreneur since 2001, and JCIM has existed since 2011. The current company profile combines a German contract and accountability framework with delivery capacity in South Africa and project experience in Europe, North America, and the Middle East. [1]

Role and evidence limit. JCIM connects market decisions, proof design, and operational repeatability. This role is not proof that a specific project will succeed. JCIM does not claim customer results that have not been approved for public use.



Six activities.
One connected decision chain.

An anonymised editorial illustration with no project-specific details.

ACTIVITY LOGIC

5. The Six Activities That Turn an Idea into a Sound Service Decision

The following activities were not designed backwards from a consulting offer. They describe the decision path that an industrial company would also need to follow without an external partner. An external partner becomes relevant later as a possible delivery and integration role.



Figure 2: The six activities form one causal decision chain: from a focused market question to an evidence-based portfolio decision.

5.1 Limit the Opportunity to a Problem Customers May Buy

Decision job: Decide where existing product knowledge and field data can address a recurring customer problem.

OLD LOGIC

Collect many use cases

- Start from features, data sources, or technical possibilities.
- Collect as many ideas as possible.
- Give priority to ideas that create internal excitement.

Result: a broad idea list without a market question that can be disproved.

NEW LOGIC

Build an opportunity landscape

- Connect the installed base, recurring problem situations, and affected roles.
- Record visible consequences and current alternatives.

Result: a focused opportunity with a market question that can be tested.

Key link. The quality of a new service business first depends on the boundary of the opportunity. More technical options first create more untested assumptions, not automatically more value.

Evidence or testability: The installed base and technical data show what can be observed or influenced. Real customer situations must show whether this becomes a problem worth paying for.

Management artefact: Service Opportunity Map with the problem, role, frequency, current alternative, visible consequence, and open proof.

Question: Do we already need to know the final service?

No. At the start, a precise search question is enough. Keep the solution open until the buyer logic and evidence need are clearer.

Limit of use: Not every recurring technical fault has enough economic importance. And not every important situation can be controlled by the OEM.

5.2 Connect the Buyer, Trigger, and Decision Criteria

Decision job: Clarify who owns the change, when pressure to act appears, and how a useful first step will be judged.

OLD LOGIC

Treat interest as demand

- Treat positive discussions or support from technical contacts as a market signal.
- Budget, risk, and the decision path remain unclear.

Result: friendly signals without a next action that can be checked.

NEW LOGIC

Build a buying hypothesis

- Connect buyer role, job, trigger, current alternative, objection, and decision criterion.
- Define a visible next action.

Result: a testable statement about who will act and under which conditions.

Evidence or testability: Public market and regulatory data can help narrow roles and possible situations. Only field work can test private priorities and willingness to pay.

Management artefact: Buyer-Trigger Map and an interview system that records hypotheses, counter-evidence, and next actions.

Question: Can sales do this validation alone?

Yes, when conversations use clear hypotheses and record counter-evidence. A normal product presentation does not create this evidence automatically.

Limit of use: One contact does not represent the full buying centre. Users, economic buyers, and gatekeepers may use different criteria.

5.3 Design a Limited Offer That Customers Can Understand and Buy

Decision job: Turn the problem logic into an offer with a clear benefit, scope, limits, and first step.

OLD LOGIC

Define the full solution first

- Specify the complete solution.
- Explain the feature set as customer value afterwards.
- Build price and risk on a large scope.

Result: a high entry barrier and a business case that is hard to test.

NEW LOGIC

Define the smallest buyable change

- Define the problem situation, result measure, service boundary, and customer contribution.
- Keep risk and the open price logic visible.

Result: a testable promise that a customer can narrow, accept, or reject.

Key link. Customers do not validate technology. They validate a change in their own operating situation after considering risk. A narrow scope makes cause, benefit, and responsibility easier to test.

Evidence or testability: The specific benefit remains a hypothesis until real buyers show behaviour. Prices are not invented. They are derived later from the result, scope, contributions, risk, and delivery model.

Management artefact: Value Proposition System, Service Architecture, and Scope Logic with included, excluded, and conditional elements.

Question: Is a small first step not ambitious enough?

No. It is small in risk, not in learning value. A good first step reduces the exact uncertainty that blocks the next larger decision.

Limit of use: The minimum scope must not become so small that it removes the relevant customer benefit or the real delivery conditions.

5.4 Run the Pilot as Proof, Not as a Small Rollout

Decision job: Build a controlled test that reduces one named uncertainty and supports a real decision.

OLD LOGIC

Pilot as an early launch

- Put as many features as possible into the first customer setting.
- Explain success through activity, satisfaction, or technical function.

Result: high effort and weak evidence.

NEW LOGIC

Pilot as controlled proof

- Define the hypothesis, baseline, intervention, observation, and acceptance criteria before the pilot.
- Record counter-evidence and stop conditions.

Result: an Evidence Pack for Go, Adapt, or Stop.

THE EVIDENCE-BASED TEST PATH

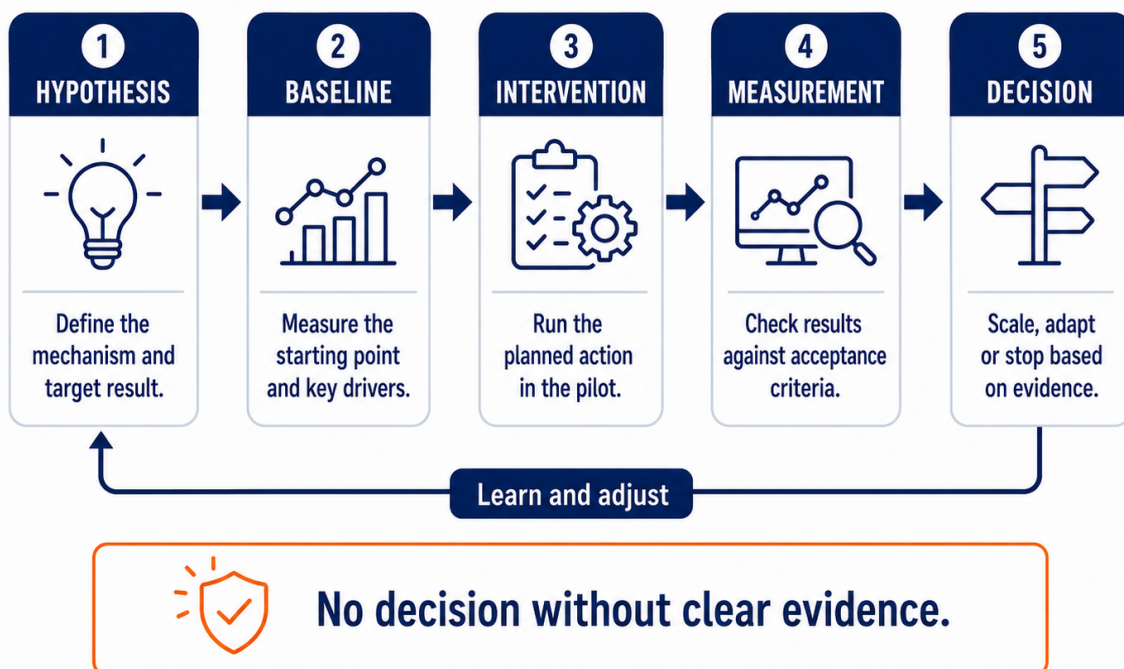


Figure 3: The evidence-based test path separates hypothesis, baseline, intervention, measurement, and decision. Learning and adjustment stay visible, instead of treating a pilot as proof of success too early.

Evidence or testability: Pilot quality does not depend on size. It depends on the clear link between observation, cause, baseline, and decision threshold.

Management artefact: Prototype Brief, Pilot Evidence Plan, Baseline, Evidence Log, and Decision Gate.

Question: What counts as success?

Only visible criteria agreed before the test. Positive stories may be useful, but they do not replace a clear comparison and recorded counter-evidence.

Limit of use: A pilot only proves something under its real conditions. Transfer to other segments, sites, or product versions needs separate evidence.

5.5 Make Delivery and Economics One Connected System

Decision job: Clarify whether the promise can be delivered repeatedly with real roles, processes, data, partners, and costs.

OLD LOGIC

Separate the demo and business case

- Prove the technical function.
- Model economics in a separate spreadsheet.
- Treat exceptional effort as a special feature of the pilot.

Result: an attractive promise without manageable delivery.

NEW LOGIC

Connect the service system and cost to serve

- Connect scope, roles, handovers, processes, data, and systems.
- Include resources, exceptions, and customer contributions in the economics.

Result: a deliverable model with visible assumptions and limits.

SERVICE AS A SYSTEM

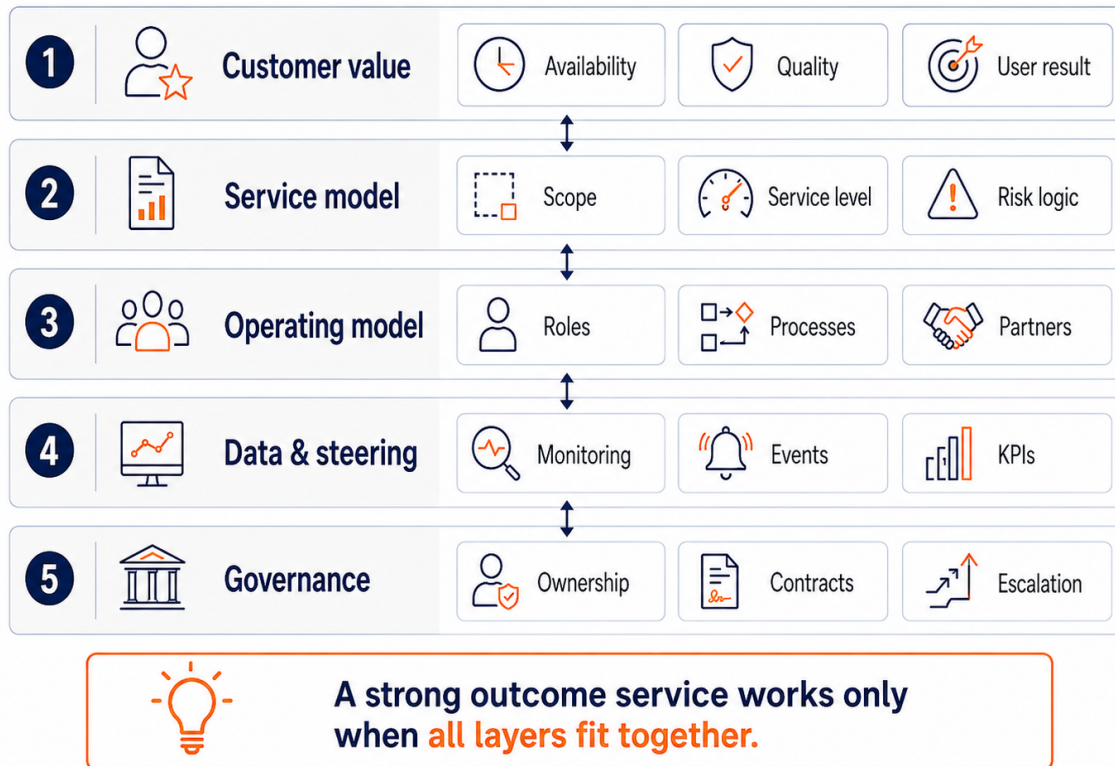


Figure 4: A reliable service is a connected system of customer value, service model, operating model, data and steering, and governance.

Evidence or testability: A Service Blueprint can be walked through. Roles and handovers can be tested. Cost assumptions can be checked against real pilot effort.

Management artefact: Service Blueprint, Role & Handover Model, Governance, Cost-to-Serve Model, and Economics Sheet.

Question: Must everything be industrialised before the pilot?

No. But critical roles, handovers, data paths, and cost assumptions must be visible. Otherwise the pilot depends on hidden heroic work.

Limit of use: A positive margin in one pilot setting is not yet proof of reliable portfolio economics.

5.6 Treat Portfolio Readiness as an Evidence-Based Decision

Decision job: Decide what to scale, what to change, and what to stop, and define the story that sales and delivery can both support.

OLD LOGIC

Pilot equals approval to scale

- Move directly to growth after a positive pilot.
- Treat one case as proof for a broad portfolio.

Result: a pilot graveyard, claims that are too broad, or growth based on special solutions.

NEW LOGIC

Make a readiness decision

- Combine evidence about market, offer, pilot, economics, and operations.
- Keep transfer limits and counter-evidence visible.

Result: a sound Go, Adapt, or Stop decision with a Sales Narrative and KPI system.

PORTFOLIO READINESS AS AN EVIDENCE-BASED DECISION

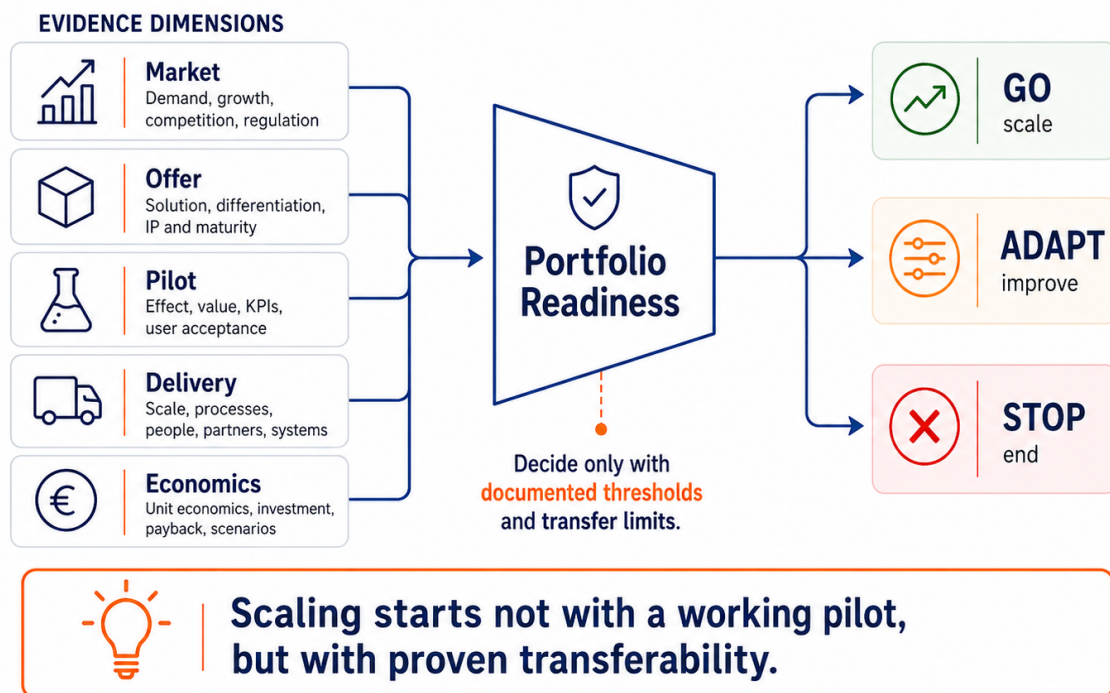


Figure 5: Portfolio readiness comes from one connected evidence picture across market, offer, pilot, delivery, and economics. The decision is Go, Adapt, or Stop, with documented thresholds and transfer limits.

Key link. Scaling does not start when one pilot works. It starts when the evidence can move between management, sales, and delivery without losing the conditions under which it is valid.

Evidence or testability: Market evidence changes scope. Scope changes economics and delivery. Delivery changes the portfolio and the sales story. Each change must remain traceable in the artefact system.

Management artefact: Portfolio Readiness Matrix, evidence-linked Sales Narrative, Enablement System, and KPI System.

Question: When is there enough evidence to scale?

When agreed thresholds for buying behaviour, value, delivery ability, and economics are met, and counter-evidence and transfer limits remain documented. There is no universal number.

Limit of use: A portfolio decision belongs to a specific time and context. New evidence may change an earlier decision. Success stories must not freeze the decision forever.

EXECUTION ROUTE

6. Two Valid Ways to Implement the Framework

Route A: Build it internally

A company can run the full path itself. It needs a cross-functional owner, access to customers, structured market and pilot work, an Evidence Ledger, service-design and economics skills, and the authority to stop scope or investment at decision gates. The benefit is maximum internal control. The full workload stays with the internal team.

Route B: Work with JCIM as the connecting delivery and decision partner

JCIM connects market and decision logic, offer and pilot architecture, the evidence system, and the translation into portfolio and delivery. The company contributes product and domain knowledge, access to real customers and operating settings, responsible decision-makers, and operational ownership. Together, both sides decide which proof is enough, what should not be built, and when to invest, adapt, or stop. [1]

Fair comparison. The second route is not automatically faster or cheaper. Its structural advantage is that the same activities and evidence stay connected, instead of breaking apart between strategy, IT, service, sales, and operations.

Criterion	Internal Route	With a Connecting Partner
Owner	fully internal; clear cross-functional authority is needed	joint delivery; final internal decision authority remains in the company
Customer access	must be organised internally	must also be enabled by the company
Method	must be built internally and used with discipline	integrated market, pilot, and evidence system
Risk	fragmentation between functions	dependence on clear cooperation and contributions
Gate authority	management must allow real stops	gate logic is made explicit; management keeps the decision

IMPLEMENTATION FIT

7. Requirements for Useful Application

- an existing industrial product, installed base, or clearly defined technical capability;
- a real decision about service, aftermarket, digital business, or new revenue models;
- access to customers, users, or operating situations where hypotheses can be tested;
- responsible people from product or domain, market or sales, and operations;
- willingness not only to invest, but also to adapt or stop when evidence is not strong enough.

Cannot be delegated: Product truth, access to customer reality, and operational responsibility can be structured, but they cannot be replaced by an external partner.

Minimum governance core. A sound start needs at least one management sponsor, one product or domain owner, one person with market or sales access, and one operational owner. In a small company, fewer people may carry these roles, but the responsibilities must still remain clear and separate.

EVIDENCE PATH

8. How to Create Missing Outcome Evidence Honestly

JCIM's public material describes the method and typical artefacts. It does not contain approved, quantified customer results that could be used as transferable proof for another company. This whitepaper therefore does not invent a case.

Instead, the project creates its own evidence:

1. **Record the starting situation and baseline:** document the problem, current alternative, relevant result measure, and known outside factors.
2. **Define the hypothesis and decision job:** state which single uncertainty must fall and which management decision depends on it.
3. **Limit the intervention:** define the smallest testable scope and the contributions of provider, customer, and partners.
4. **Define acceptance criteria and counter-evidence:** agree before the test which observations support Invest, Adapt, or Stop.
5. **Protect measurement and provenance:** keep sources, period, conditions, differences, and interpretation traceable.
6. **Decide at the gate:** do not celebrate the pilot. Assess the assumption and record the transfer limits.

No guarantee theatre. The Evidence Path improves the quality of a decision. It does not guarantee market acceptance, revenue, availability, or scaling. It only makes clear which claim is supported, and under which conditions.

OUTCOME ARCHITECTURE

9. Which Results Can Be Promised Realistically

Work results that can be delivered directly

- a focused opportunity field and prioritised market questions;
- documented hypotheses about buyers, triggers, objections, and decisions;
- a limited value promise, Service Architecture, and Scope Logic;
- a Pilot Evidence Plan with baseline, measurement, counter-evidence, and gate;
- a Service Blueprint, role and handover model, and economics logic;
- a Portfolio Readiness decision and connected sales and delivery material.

Operational effects that may follow under the right conditions

These artefacts can make assumptions visible earlier, make investment decisions easier to control, and align market, sales, and delivery around the same logic. Whether they create shorter sales cycles, higher service revenue, better availability, or other business results depends on the product, market, execution, customer contribution, and outside conditions. These results are not guaranteed.

Impact logic: Good artefacts are not decoration. They must support the next decision, customer discussion, or handover. Otherwise the project creates many documents but too few useful decisions.

WORKING SYSTEM

10. How JCIM Supports the Six Activities in Practice

Activity	Working Artefact	Verification	Company Contribution
Opportunity	Opportunity Landscape / Service Opportunity Map	prioritised hypotheses and excluded fields	product and field data, domain knowledge
Buyer / Trigger	Buyer-Trigger Map / Interview System	real reactions, counter-evidence, and next actions	customer access, contacts, context
Offer	Value Proposition System / Service Architecture	understandable scope, objections, price logic as a hypothesis	technical limits, capabilities, approvals
Proof	Prototype Brief / Pilot Evidence Plan / Evidence Log	baseline, observation, counter-evidence, and gate	pilot setting, customer contribution, technical resources
Delivery / Economics	Service Blueprint / Role & Handover / Cost to Serve	workable process, roles, differences, and cost assumptions	operational owners, cost and process knowledge
Portfolio	Readiness Matrix / Sales Narrative / KPI System	Go, Adapt, or Stop with documented transfer limits	management decision, portfolio and sales responsibility

Positioning in one sentence: JCIM connects market decisions, implementation, and repeatability where pure strategy, pure IT delivery, and isolated pilot work often fall apart.

NEXT STEP

11. The Practical First Step: Service Opportunity Check

The first offered step is a **30-minute Service Opportunity Check**. It tests whether an existing product, installed base, or digital initiative can support a useful service path, and which single uncertainty should be reduced first. No pitch deck is needed. The current JCIM website describes the same entry point as a clear assessment of whether and where service potential exists. [1]

The check does not include an invented price, project promise, or result promise. If a useful opportunity is visible, the scope, contributions, evidence gates, and commercial conditions for a possible next step are clarified afterwards.

Check Your Service Opportunity

30 minutes. No pitch deck required. Bring one product, installed base, or digital initiative, and the question about which uncertainty blocks your next decision.

[Book a meeting →](#)

TRUTHFUL TRIGGER

12. Why Delay Is Not a Neutral Decision

There is no artificial deadline for this offer. But the status quo has a real consequence: every new roadmap, platform, integration, or portfolio choice made before the buyer, trigger, and proof are clear ties resources to assumptions that may become harder to change later. Research on path dependency describes this narrowing of options in established manufacturing companies. [3]

The data environment is also changing. The Data Act has applied since 12 September 2025. The obligation in Article 3(1) applies to connected products and related services placed on the market after 12 September 2026. This may make data access and aftermarket competition more important. It is context, not a buying guarantee and not an artificial deadline. [4–6]

Legal limit. This whitepaper is not legal advice. The exact application of the Data Act, the roles of data holders and users, and questions about products, contracts, and trade-secret protection must be checked by legal experts for each case.

DECISION AID

13. Service Opportunity Pre-Check

Before the next larger service or digital investment, answer six questions:

Check Question	Clear	Open
Which recurring customer problem should change in a visible way?	☐	☐
Who owns this problem, budget, or decision, and what makes it urgent now?	☐	☐
Which current alternative must the new offer clearly improve?	☐	☐
Which single uncertainty must the smallest pilot reduce?	☐	☐
Which product, data, customer, and operating contributions must we provide ourselves?	☐	☐
Which evidence would allow us to Invest, Adapt, or Stop?	☐	☐

How to read the result. If three or more answers only describe product features, internal assumptions, or broad market trends, the next useful activity is probably not a build order. It is more precise market and evidence work.

RISK CONTROL

14. Risk Control Without Guarantee Theatre

The first Service Opportunity Check creates no obligation to start a follow-up project. A later engagement does not include an assumed result guarantee. The right risk mechanism is a staged decision: agree the scope and open uncertainty, define acceptance criteria, create evidence, and then consciously invest, adapt, or stop at a gate.

Contract terms, prices, duration, stop rights, and any warranty terms are only authorised and legally checked in a specific offer. This whitepaper is not contract or legal advice.

Risk	Control Mechanism	Not Claimed
Market	buyer and trigger hypotheses, real next actions, counter-evidence	no guaranteed demand or willingness to pay
Technology	limited prototype or pilot, base-line, documented conditions	no general product or availability guarantee
Delivery	Service Blueprint, roles, handovers, customer contributions	no automatic scalability
Economics	cost to serve, assumptions, exceptions, gate	no invented price or margin
Portfolio	readiness decision and transfer limits	no broad case built from one situation

DECISION COMPRESSION

15. The Decision on One Page

Before. Technical possibilities, internal roadmaps, and early pilots create activity, but no connected view of the buyer, proof, economics, and repeatability.

Path. Opportunity → Buyer and Trigger → Limited Offer → Evidence Pilot → Operating Model and Economics → Portfolio Readiness.

After. Management has visible evidence for decisions. Sales has a story that customers can buy. Delivery has scope, roles, and handovers. The portfolio has a justified Go, Adapt, or Stop decision.

Offer: a 30-minute Service Opportunity Check to identify the best first proof.

Risk control: no automatic follow-up project; every larger investment comes only after defined evidence and decision gates.

Next action: [Book a Service Opportunity Check.](#)

QUESTIONS AND ANSWERS

16. Frequently Asked Questions

Does this approach work only for digital services?

No. It works for technical, data-based, and hybrid services, as long as the company can define a specific customer problem, a deliverable service, and a testable proof.

Do we need JCIM if we already have an innovation or digital team?

Not always. The internal route is valid. JCIM becomes relevant when market logic, pilot proof, economics, the operating model, and the portfolio must be connected in one decision system, or when internal work is already strongly driven by product features.

What does a project cost?

This whitepaper does not invent a price for the Service Opportunity Check or a possible follow-up project. A price can only be derived and authorised after the goal, scope, contributions, evidence need, and delivery model are clear.

How much time must our team provide?

At minimum: product or domain knowledge, access to real customers or operating settings, responsible decision-makers, and operational owners. The exact effort depends on the selected proof and is limited before an engagement starts.

Which results does JCIM guarantee?

JCIM does not guarantee market, revenue, or operating results. JCIM can deliver decision logic, artefacts, pilot architecture, and operational translation. Market reaction, technical reality, and joint execution still need to be proven.

Can we reuse existing pilots or data?

Yes, when the source, conditions, and meaning are traceable. Existing evidence is not discarded, but it is also not used beyond its transfer limits.

Is the Data Act already a business case?

No. It may change data access, roles, and aftermarket competition. A buyable value promise, willingness to pay, and a deliverable operating model still need separate proof. [5, 6]

What happens after the Service Opportunity Check?

Only when a useful opportunity and a clear evidence need are visible will a limited next step be described. Scope, conditions, and price are then agreed transparently. Otherwise, the process ends with the assessment.

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SOURCES AND EVIDENCE

17. Sources

Visual truth note. The five infographics organise the decision logic explained in the text. They do not show measured data, customer results, or guaranteed effects.

Source logic. JCIM's own sources support its positioning, method, and offer, not their market impact. External sources provide industry, transformation, and regulatory context. No source is treated as a guarantee for a specific customer result.

- [1] JC Information Management GmbH. *Market-Ready Services from Industrial Products*. English description of the public German company website. Used as evidence for positioning and the stated method, not for market impact. 2026. URL: <https://www.jcim.de/> (visited on 08/05/2026).
- [2] Research Council Industrie 4.0/acatech – National Academy of Science and Engineering. *Successful Digital and Data-Based Business Models for Industry 4.0, with a Focus on Machinery and Plant Engineering*. Discussion Paper. English translation of the German publication title. 2025. DOI: 10.48669/fb40_2025-1. URL: <https://www.acatech.de/publikation/digitale-datengetriebene-geschaeftsmodelle/> (visited on 08/05/2026).
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- [6] European Union. *Regulation (EU) 2023/2854 on Harmonised Rules on Fair Access to and Use of Data (Data Act)*. In particular Articles 3 and 50. Dec. 13, 2023. URL: <https://eur-lex.europa.eu/eli/reg/2023/2854/oj/eng> (visited on 08/05/2026).