

# DON'T BUY IT - USE IT: FROM A PURCHASING MODEL TO AS-A-SERVICE : OPERATIONAL, FINANCIAL AND LEGAL IMPLICATIONS

OPERATIONAL  
FINANCIAL  
LEGAL

	PRODUCT-AS-A-SERVICE	PRODUCT SERVICE SYSTEM VALUE BASED ON COMBINATION OF PRODUCT AND SERVICE			ROLE OF THE FINANCE PARTNER
		Product oriented	Use oriented	Result oriented	econocom
NON-PERFORMANCE RISK	+++ customer	++ customer	Obligations of means (& service level agreements (SLA's))	Obligations of results & SLA's, project management & service delivery approach	+++ finance partner
END OF LIFE / SECOND LIFE	Customer responsibility & not traced	Customer responsibility & usually not traced	In most cases supplier responsibility & traced	In most cases supplier responsibility & traced	Finance partner responsibility, in cooperation with the supplier
TOTAL LIFECYCLE MANAGEMENT	No	Exceptionally	Case by case, fleet management	In most cases supplier responsibility	Finance partner responsibility
MINDSET	Transactional	Transactional with added value	Transactional with added value	Transactional with added value	Co-creation for long term collaboration
CASH	Upfront costs paid by customer	Upfront costs paid by customer + some monthly payments	Spread over time	Spread over time	Spread over time
BALANCE SHEET	On customer's balance sheet	On customer's balance sheet	Depending on the value of the assets: on customer's or supplier's balance sheet	Depending on the value of the assets: on customer's or supplier's balance sheet	Depending on the value of the assets: on customer's or supplier's balance sheet
P&L	Depreciation	Depreciation & OPEX	Depreciation or OPEX & focus on minimising the total cost of use	OPEX & focus on minimising the total cost of use	OPEX
TYPE OF CONTRACT	Sale	Sale + optional services (maintenance, repairs etc.)	Lease, rent, pay-per-use, or as-a-service	Outsourcing	Wide range of contracts available (classic leasing, as-a-service, subscription, cross-country agreement etc.)
SCOPE OF NEGOTIATION	Limited	Limited	Variable	Complex	
TYPICAL CLAUSES	Asset description	Asset description (>) service description	Asset description (=) service description & SLA	Asset description (<) service description & SLA	Service description