**RESTART: Resilience and Training for SMEs**

**Case study template**

**(Project Result 3 - Task 3.1. & Task 3.2)**

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| **Author of the case study:** | *STEP RI Science and technology park of the University of Rijeka* |
| **Name of the module to which the case study is assigned:** | *Module 6: Servitization – transforming products into services* |
| **Title of the case study:** | *Rolls-Royce – Power-by-the-Hour* |
| **Description of the case study:** | *Rolls-Royce Power-by-the-Hour (PBH) is a service offer that allows airlines to pay for the power and time that they actually use the airplane engines, rather than buying and maintaining them. This service offer is designed to provide airlines with a predictable and stable cost structure for engine maintenance, while also ensuring that their engines are always in top condition.*  *Under the Power-by-the-Hour program, Rolls-Royce takes full responsibility for the maintenance, repair, and overhaul of the engines, including the provision of spare parts and technical support. In return, the airline pays a fixed rate per engine flying hour, based on agreed usage levels.*  *Rolls-Royce launched the PBH service offer in the 1960s as a way to help airlines manage the high cost and complexity of maintaining their jet engines. Since then, it has become a cornerstone of Rolls-Royce's business model, accounting for a significant portion of the company's revenue.*  *One notable example of the Power-by-the-Hour program in action is its use by Emirates, one of the world's largest airlines. Emirates signed a 15-year Power-by-the-Hour agreement with Rolls-Royce in 2015, covering the Trent 900 engines that power its fleet of Airbus A380s. The agreement guarantees that Emirates' engines are always in top condition, and ensures that the airline can operate its A380s with maximum efficiency and reliability.*  *Overall, the Rolls-Royce Power-by-the-Hour offer is a successful case study of how a service offer can provide value to customers by addressing their needs and concerns, while also generating revenue and ensuring long-term customer loyalty for the company.* |
| **Link for further information:** | [*https://www.rolls-royce.com/media/press-releases-archive/yr-2012/121030-the-hour.aspx*](https://www.rolls-royce.com/media/press-releases-archive/yr-2012/121030-the-hour.aspx)  [*https://www.researchgate.net/publication/260115550\_Power-by-the-hour\_The\_role\_of\_technology\_in\_reshaping\_business\_strategy\_at\_Rolls-Royce*](https://www.researchgate.net/publication/260115550_Power-by-the-hour_The_role_of_technology_in_reshaping_business_strategy_at_Rolls-Royce) |
| **Target group of the case study:** | Micro, Small & Medium Enterprises (MSMEs)  Employees of MSMEs  The EU VET ecosystem  Business support organizations |
| **ESCO competencies and skills** | |
| * Transversal skills and competences * Social and emotional skills * Critical thinking * Analytical thinking * Problem-solving * Self-management * Business management * Adaptability * Resilience * Creativity * Networking * Initiative * Flexibility * Openness * Understanding complexity * Cooperation * Empathy * Innovation * Leadership      * Skills * Technological skills * Product marketing * Digital marketing * Digital skills * Communication * Cooperation * Emotional intelligence      * Knowledge * Business management * Online learning and training * Advertising * Cloud computing * Big data * E-commerce * Artificial intelligence * IoT * Digital literacy * Cybersecurity * Data mining and analysis * Sustainability * Well-being * Climate change * Social media management | |