

Customer Retention



HILTI

Key Partners 

Key Activities 

Value Proposition 

Customer Relationships 

Customer Segments 

Development of tools

Production of tools

Sales & marketing

Hand tools

Personal relations

Builders

Key Resources 

Factories

Hilti brand

Patents

Channels 

Personal sales

HILTI shops

Cost Structure 

Production

Branding

Revenue Streams 

Price per unit

Transactional

Business Model Shift

1. From selling hand tools to selling hand tools-as-a-service
2. From transactional to long term contracts
3. From production company to a service company

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Value Proposition

Hand tools

Product to service

Hand tools as-a-service

Customer Relationships

Personal relations

Channels

Personal sales

Online booking

HILTI shops

Customer Segments

Builders

Owners of building companies

Cost Structure

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Hand tools
Product to service
Hand tools as-a-service

Customer Relationships

Personal relations

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Personal sales
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HILTI shops

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Builders
Owners of building companies

Cost Structure

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Price per unit
Transactional
Long term contracts
Lock-in

HILTI

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Key Activities

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Development of tools

Production of tools

Sales & marketing

Service

Hand tools

Product to service

Personal relations

Selfservice platform

Builders

Service company

Key Resources

Hand tools as-a-service

Channels

Owners of building companies

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Inventory

HILTI shops

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Lock-in