

MARKTPILOT

GLOBAL PARTS & SERVICE REPORT 2025

V1.1

FOREWORD

WHAT BROUGHT US HERE, WON'T BRING US THERE

We are standing at a turning point in industrial history. For decades, the parts and service business in machine manufacturing industry lived in the shadow of new machine sales – essential but overlooked, technical rather than strategic. Today, that is no longer the case. **A visible change has begun, and the aftermarket is stepping into the spotlight as a key driver of revenue, resilience, and long-term customer loyalty.** This report is a reflection of that transformation.

At **MARKT-PILOT**, we have the privilege of supporting leading manufacturers through this shift, and we witness the industry's growing recognition: that parts and service are not just a cost center to be managed but a competitive advantage to be activated.

The global spare parts market reached $850 billion in 2023 and is projected to hit $1.2 trillion by 2031. Yet, even as opportunities grow, challenges remain. These include fragile supply chains, low digital maturity, and outdated pricing strategies that are more relevant than ever before. **Our survey of 250+ industry professionals reveals a landscape of urgency but also full of potential.**

This report brings those realities to life. It combines **global market benchmarks, unique insights, and the lived experience of professionals handling real-world pressures.** What emerges is a call to action: to build more transparent pricing, faster processes, smarter tools, and above all, a customer-first mindset.

To me, this report is not just a snapshot of where we are, but a vision of what is possible. It is a starting point for every leader who wants to rethink what parts and service can be:

- **Not an afterthought, but a growth engine**
- **Not reactive, but proactive**
- **Not hidden in complexity but powered by clarity and data**

I hope this report leaves you inspired, to challenge assumptions, to be bold, and to lead change from within. Because the future of machine manufacturing will be shaped not only by what we build, but by how we support what we have built – and the future begins now!

Tobias Rieker
Founder & CEO of MARKT-PILOT





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BEYOND THE TIPPING POINT: THE FUTURE OF THE AFTERMARKET HAS ALREADY BEGUN

The transformation of the aftermarket is already in motion. **Based on insights from over 250 industry leaders** – parts managers, service directors, pricing experts, and senior executives across sectors like construction, industrial equipment, agriculture tech, and energy systems – **and hundreds of thousands of data points from MARKT-PILOT's platform, this report offers an unfiltered view into how the aftermarket is evolving.** With strong participation from both mid-sized manufacturers and major OEMs, particularly in the U.S. and GSA region, the findings are clear: the aftermarket is no longer an afterthought, it is a growing commercial battleground.

Industry leaders are using this moment to replace outdated models, embed pricing intelligence, and design for resilience as a strategic necessity in today's climate of volatility, rising customer expectations, and geopolitical tensions. Laggards are delaying until market forces make the choice for them, ceding ground to their competition.

This report does not just capture where the market stands. It defines what must come next. **The Global Parts & Service Report 2025 is a call to action for any machine manufacturer ready to lead.** Every section that follows connects data to decisions and strategy to execution. Because the aftermarket has changed. Take advantage of this opportunity.

"A total of 63% respondents expect a general increase in global spare parts demand. This is in line with the assessments of the surveyed companies regarding developments over the last three years and indicates that the spare parts business is robust and positive for most machine manufacturers."

Stefan Deuschle, Management Expert Machine Manufacturing Service @ MARKT-PILOT



METHODOLOGY

This report combines MARKT-PILOT's proprietary pricing data (2023–2025) with insights from a 2025 survey of 285 industry experts, primarily from the U.S. and GSA regions. Respondents represented key sectors including construction, agriculture, and industrial machinery.

The analysis focused on pricing competition, price changes, and lead times, using 19 targeted questions on aftermarket performance, challenges, and digitalization. Quantitative findings were cross-analyzed with qualitative input to identify trends across pricing, geography, and service outcomes. All data was anonymized and aggregated for benchmarking.

THE ROAD TO THE TOP: FIVE TRENDSETTING SHIFTS IN MACHINE MANUFACTURING

AFTERMARKET GROWTH IS REAL, BUT NOT AUTOMATIC

Demand is strong, margins are huge, and parts and services are where growth lives today. But tapping into that growth requires structural change, not minor tweaks. Proactive OEMs are abandoning outdated pricing models and reactive sales tactics and are turning to **dynamic pricing, cross-functional alignment, and commercial ownership of service.** Those who treat this as business-as-usual will be left watching their market share and margins erode.

SUPPLY CHAIN LOCALIZATION IMPACTS BUSINESS RESILIENCE

Supply chain fragility is now a strategic risk. **44.8% of companies cite supply disruptions as a direct cause of declining sales.** Consequently, companies are shifting their supply chains to be more resilient, moving away from just-in-time models toward regionally buffered, just-in-case strategies. Machine manufacturers are embracing **regional hubs, multi-sourcing, and higher buffer stocks** to ensure uptime. Resilience is the foundation for survival in a world of tariffs, geopolitical tensions, and climate change. The companies still betting on lean global models are becoming increasingly vulnerable.

DIGITAL AND AI-DRIVEN AFTERMARKET OPERATIONS DEFINE CREDIBILITY

AI, IoT, and automation are not emerging technologies; they are operational imperatives. The days of reactive service models are behind us. In their place, the most advanced machine manufacturers are building **responsive, predictive ecosystems that use data to anticipate needs, shorten downtime, and enable seamless customer experiences.** Yet, our survey shows that only **10.1%** of companies currently rate their tech maturity as advanced. That is not a capability gap but a competitiveness crisis and credibility issue in the eyes of customers.

PRICE INTELLIGENCE AND COMPETITIVE TRANSPARENCY

Pricing is a frontline battleground. As aftermarket channels go digital, customers have full visibility into price competition. MARKT-PILOT data shows that a typical commercial spare part competes with an average of **11.8 alternative sellers.** Static pricing models and slow update cycles are liabilities. Many OEMs adjust prices only "as needed" – often too late. The market is already benchmarking your prices in real time. To protect margins and stay competitive, **pricing must be dynamic, data-driven, and regionally adapted.** OEMs without proper price intelligence risk being outpriced by their competitors.

CUSTOMER EXPECTATIONS ARE OUTPACING TRADITIONAL PLAYBOOKS

Today's customers bring consumer-grade expectations to every interaction. Customers expect **availability, speed, and visible outcomes.** They measure value by uptime, not invoice size. Machine manufacturers that fail to meet this standard are creating a path for third-party competitors to fill the gap.

AFTERMARKET GROWTH IS THERE, BUT IT IS NOT YOURS BY DEFAULT

Aging fleets, delayed capital investments, and global uncertainty have shifted the market's center of gravity from selling machines to keeping them running. While overall revenue is declining, **nearly two-thirds of companies experienced parts revenue growth in the past 3 years** and around **65% anticipate continued growth** in the next three. Nevertheless, about **21% experienced parts revenue decline** recently, often due to supply chain breakdowns or waning customer demand. It is clear: the aftermarket business is expanding, but this does not automatically translate into guaranteed growth.

"As companies are increasingly taking a wait-and-see approach to new investments, there is a great need to keep existing machinery and equipment 'up and running'. For this reason, I am convinced that the service business, and especially the spare parts business, will increase."

Statement from Global Parts & Service Report Survey 2025



This **should** be a golden opportunity. But right now, too many machine manufacturers are relying on fragile supply chains and are still using pricing strategies built for a monopoly era, while the market has moved on. **Opportunity does not automatically translate to growth**, unless you have the right commercial levers in place. And for most OEMs, the biggest lever is pricing.

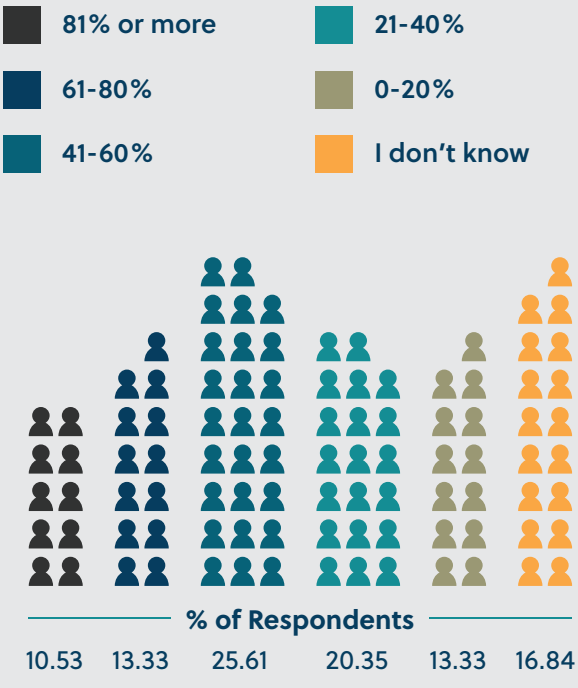
YOUR PRICING MODEL IS HOLDING YOU BACK, BUT YOU CAN CHANGE DIRECTIONS

Customers no longer tolerate vague markups or static pricing, they compare in real time, act fast, and abandon companies that can't keep up.

An analysis of over 800,000 spare part data points from our MARKT-PILOT database shows that just over **4% of spare part prices are market-aligned.** That means **96% are either mispriced or carrying untapped exclusivity pricing potential** – a massive blind spot in an era where price transparency is fast becoming the norm.

The survey results underline this major pricing transparency gap: Only **10.5%** of companies say more than 80% of their spare parts are priced according to the market. Meanwhile, **25.6%** have just 41–60% aligned. What's even more alarming? Nearly **17%** of respondents have no idea how aligned their prices are.

What percentage of your spare parts are priced in line with the market, based on individual market research?



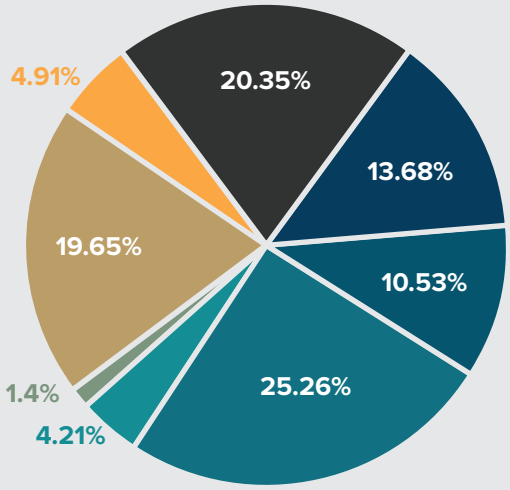
This visibility gap is a vulnerability, but also a strategic opportunity.

Adapting pricing to market realities offers enormous revenue potential and competitive advantage for those who are already starting to move to a more dynamic pricing approach. An average spare part in Germany competes with **14.4 alternative suppliers and in the US with 7.9***. No wonder **58% of OEMs** cite intense price competition as a top threat. In our data-driven world, pricing without current market insights is like flying blind in a storm.

Nevertheless, nearly **20% of companies rely on cost-plus pricing, while 4.9% have no pricing strategy at all.** Even among those progressing toward smarter models (e.g. **20.3%** using market-based pricing), more than **25.2%** operate with a fragmented mix of approaches. Meanwhile, customers are actively comparing and shopping, making pricing transparency and consistency more important than ever.

***Based on proprietary MARKT-PILOT data**

Are you following a certain pricing strategy? If yes, which one?





OUTDATED PRICING VS. NEW MARKET REALITY

Yesterday's pricing model: update once a year, cost-plus markup.

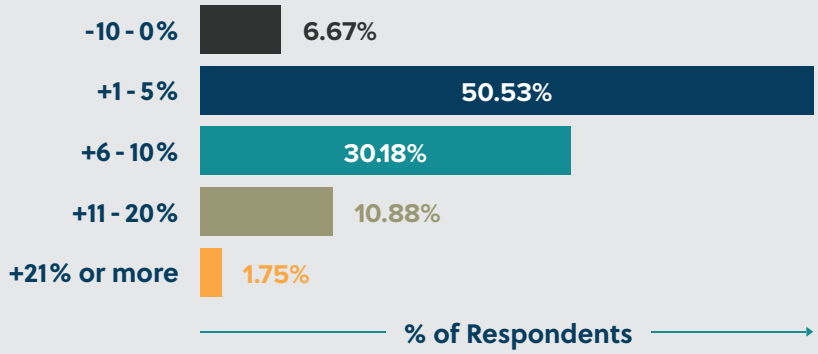
Today's customer: 22 tabs open, comparing options within seconds.

Facing rising costs for raw materials, most companies plan to increase prices. But with over half only applying broad adjustments based on inflation (1-5%), these changes might fall short.

Because without proper market intelligence, those increases are just guesses. That means:

- **Some parts will be wildly overpriced,** driving customers to competitors.
- **Others will remain underpriced,** leaving margin and growth on the table.

What average price adjustments for your spare parts are you planning to make this year?



While most companies have not yet fully transitioned to dynamic pricing models, **many have now started the journey.** This creates a clear divide between those who are still making reactive once-a-year price adjustments without market insights, and those who are already taking advantage of the changing market realities. The volatility of today's environment means significant risk for those who lack market insights.

STOP GUESSING. START COMPETING.

- **Benchmark your top high-running parts** against real-time market data, at least quarterly, not annually.
- **Segment your portfolio:** High-volume, high-value, and high-volatility parts each need their own pricing logic.
- **Replace cost-plus with market-based adjustments** that reflect what the market will bear, and what competitors charge.

It is not about pricing higher. **It is about pricing smarter.**



"Economic conditions, inflation and material costs will influence the pricing strategy for spare parts. Companies must balance their efforts to reduce costs with maintaining product quality."

Statement from Global Parts & Service Report Survey 2025

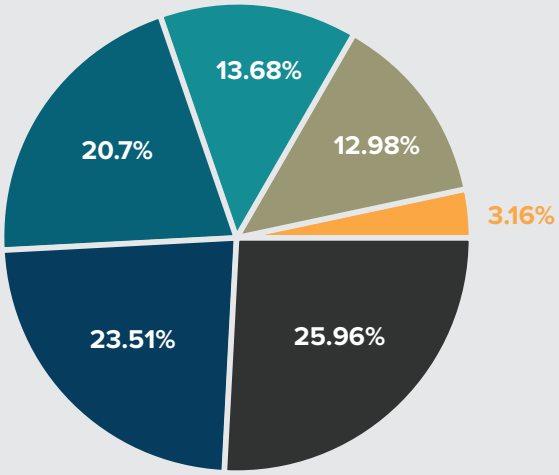
RESILIENCE IS THE NEW CURRENCY OF TRUST

When asked to name their top strategic priority for the aftermarket in 2025, responses converged on three fronts:

- **Expanding market share** (25.9%)
- **Optimizing pricing strategies** (23.5%)
- **Improving supply chain resilience** (20.7%)

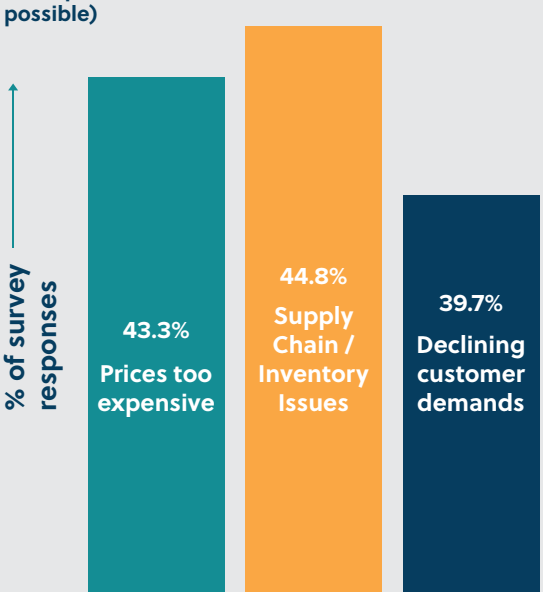
This means one in five OEMs are now putting logistics, lead times, and inventory strategy front and center. Supply chain resilience has officially entered the C-suite, not as back-office issues, **but as a core competitive lever.**

What is your organization's top strategic priority for the aftermarket in 2025?



Have you experienced declining sales in the parts business in the last year? If so, what do you see as the main reasons for it?

Top three responses (multiple answers possible)



After years of disruption – from COVID, tariffs, geopolitical conflicts to global trade policy changes – supply chains have gone from invisible infrastructure to boardroom-level strategy. In our survey, **44.8%** of OEMs say supply chain delays have directly hurt their parts sales.

Resilience is not a buzzword, it is a capability. It is your ability to absorb shocks and still deliver. In this market, that is what earns loyalty. If your customers are losing revenue every hour a machine is idle, **being the company who always has the part is a competitive weapon.** This is especially true in the U.S. market, where availability outweighs price.



SERVICE LEVEL BENCHMARK

An analysis of nearly **180,000** data entries from MARKT-PILOT's database reveals both global challenges and regional variations in spare parts availability.

- **Global average lead time:** 10.48 days*
- **Europe:** Germany (11.23), France (12.19), Italy (9.26)
- **North America:** U.S. (9.24), Canada (4.73)

*Based on proprietary MARKT-PILOT data, including third-party vendors and online shops

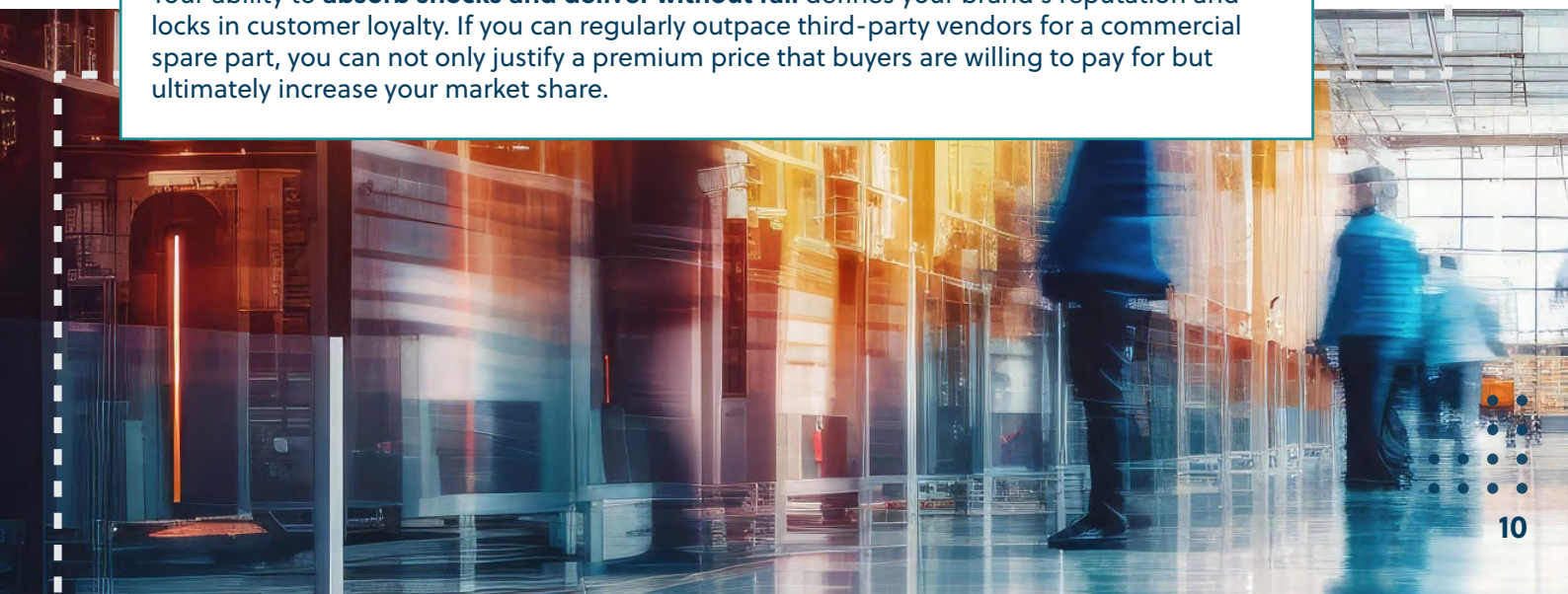
Leading machine manufacturers are not waiting for the next crisis, they are transforming their operations now to become unshakeable. They are building regional inventory hubs, multi-sourcing critical parts, and **embracing predictive maintenance (51.5%) alongside digital platforms (51.9%) as growth opportunities** that deliver real-time stock visibility and lightning-fast ordering. This is more than just contingency planning. It is a bold shift to a proactive, agile model that turns uncertainty into strength and keeps their business ahead of every challenge.

OVERCOME SUPPLY CHAIN FRAGILITY WITH A SOLID STRATEGY

If Amazon can deliver a consumer item in 2 days, why do some B2B customers still have to wait 2 weeks for a critical machine part? Expectations have shifted, and so must your supply chain model.

- **Identify your high-demand, customer-critical and most profitable parts.**
- **Analyze historical delay patterns and stockout risks.**
- **Increase service levels where lead time equals lost revenue.**
- **Build regional stock where it matters most – not where it is cheapest.**
- **Use digital tools to track inventory and orders in real time.**

Your ability to **absorb shocks and deliver without fail** defines your brand's reputation and locks in customer loyalty. If you can regularly outpace third-party vendors for a commercial spare part, you can not only justify a premium price that buyers are willing to pay for but ultimately increase your market share.

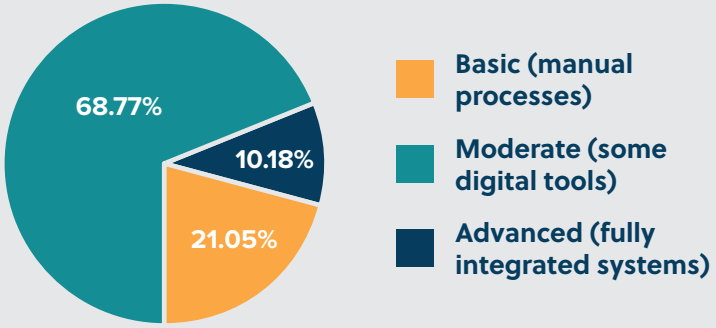


DATA IS KEY: FROM ANALOG DRAG TO DIGITAL EDGE

The ability to deliver is not just a supply chain issue. It is also a data issue. The same way resilience earns trust, **digital maturity earns credibility.** Right now, the aftermarket is split into two distinct lanes: those building up-to-date, data-driven ecosystems, and those still stuck in a fragmented manual mode.

Only 10.1% of OEMs call their aftermarket operations "digitally advanced", while **68.7% have "some digital tools" in place.** Digital lag means slower service, delayed decisions, and missed revenue. Growth does not wait for outdated systems.

What is the current level of digital maturity in your aftermarket operations?

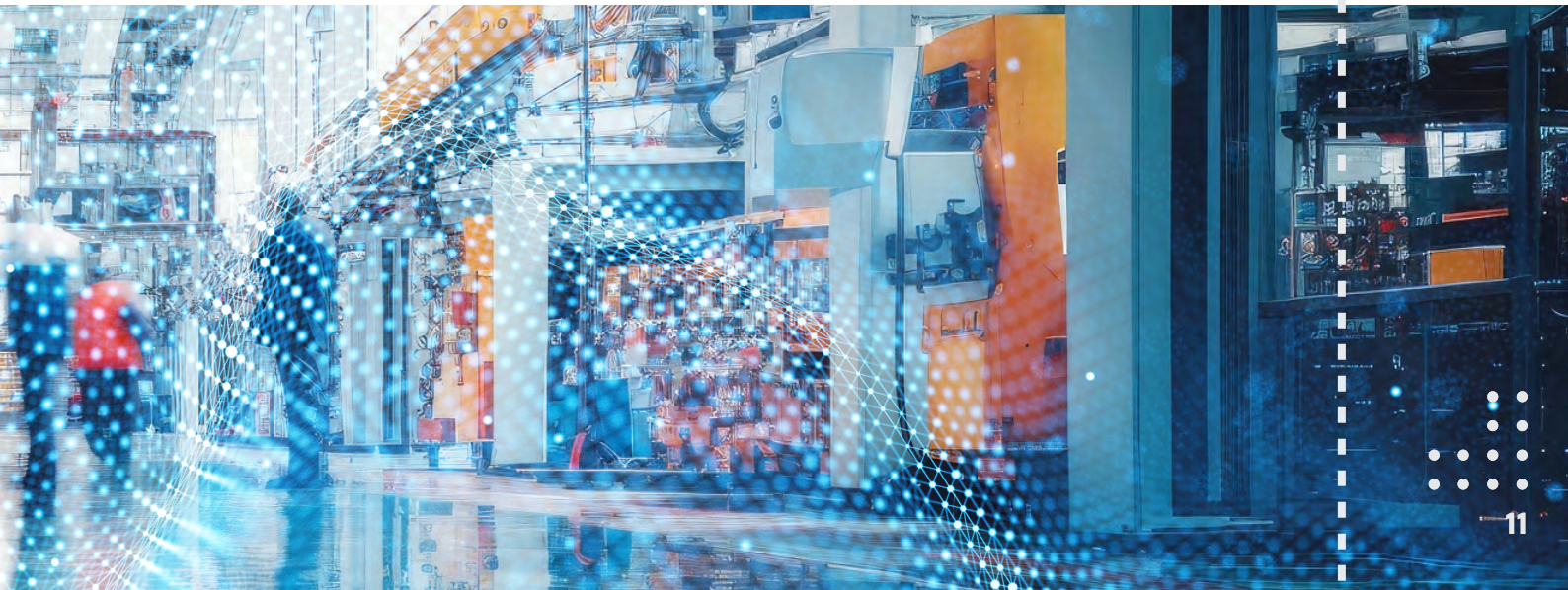


"Machine manufacturing is entering a new era where the real differentiator isn't just the quality of the machine, but the intelligence behind how it is serviced and supported. AI will be indispensable in turning aftermarket data into long-term customer value and sustained growth — and the companies that proactively embed it to accelerate decision-making and speed to market will define the next generation of industry leaders."

Anurag Garg,
Chief Product & Technology Officer @ MARKT-PILOT



Over **60%** of our respondents expect AI and IoT to reshape their aftermarket operations within three years. Meanwhile, **54%** see the biggest impact in **service and maintenance** – the frontline of customer satisfaction and revenue retention. This is where uptime becomes profit, and digital tools decide who delivers.



And this is where resilience and digitization collide: **the most reliable supply chains are the most connected ones.** You need current data. You need systems that talk. You need AI that flags risk before the customer feels the pain.

The digital divide is real: large OEMs and high-tech players are surging ahead, while smaller and traditional manufacturers risk falling into irrelevance. But how can they keep a competitive pace?

"The path to digital maturity for small and midsize businesses isn't about matching enterprise budgets – it's about being smarter with partnerships, more focused on automation, and more disciplined about outcomes. Where we see companies succeed is if they automate their biggest bottlenecks, partner with the right technology providers, and measure success by customer satisfaction rather than technology complexity. These focused approaches allow smaller operations to compete effectively against much larger, more resource-intensive systems."

Michael Leutz,
Director Customer Success @ MARKT-PILOT



EMBRACE DIGITAL AND DELIVER CONVENIENCE

Provide the Amazon-like experience in B2B that people have come to expect in B2C:

- **Develop seamless digital portals that enable customers to easily browse, order, and track parts anytime, anywhere.**
- **Implement transparent pricing models that build trust and eliminate surprises.**
- **Offer robust self-service tools to empower customers with quick access to information and support.**
- **Ensure fast, responsive communication through multiple channels to resolve issues and keep customers informed.**

By moving beyond analog drag and adopting smart, agile digital strategies, machine manufacturers can future-proof their businesses, strengthen customer loyalty, and capture growth in an increasingly connected, demanding market.



COMPETITIVE INTENSITY AND PRICING TRANSPARENCY BENCHMARK

Pricing is no longer an internal decision. It has become public information. As digitalization accelerates across the industry, pricing has become fully exposed. Customers do not necessarily ask for a quote anymore; they google it, compare, evaluate, and judge your part against a dozen competitors online in seconds.

MARKT-PILOT's global data reveals just how exposed the aftermarket has become. Across all product categories, a typical commercial spare part faces competition from an average of **11.8 vendors**. In many cases, OEMs are unaware they are in such a strong pricing battle – until they lose the sale.

REGIONAL BENCHMARK SNAPSHOT*

- **Italy:** 22.2 competitors per part
- **Germany:** 14.4
- **U.S.:** 7.9
- **China:** 7.1
- **Australia:** 3.7

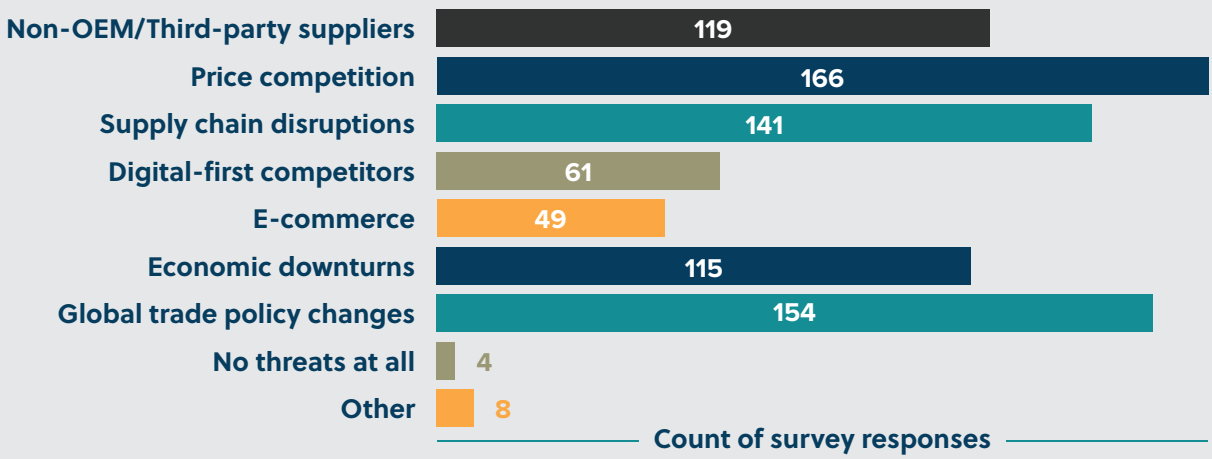
The new reality for OEMs: **true exclusivity is not standard,** and even proprietary parts are being increasingly distributed by grey-market sellers. If you have not benchmarked your prices, rest assured, your customers already have.



"We frequently find cases where an OEM's part is being sold by 10+ sellers online. The OEM is often surprised to learn this. It's a wake-up call – they realize how many alternatives their customers really have. This realization has driven many to adopt our market intelligence tool to regain visibility and grow market share."

Wade Holeman,
VP Sales, Head of North America
@ MARKT-PILOT

What key threats do you currently face in your parts business?
(multiple answers possible)



It is no coincidence that **41.7% of survey respondents identified non-OEM third-party suppliers as a major competitive threat.** The aftermarket is now a hyper-transparent marketplace. This hyper-transparency demands a new approach: one that is dynamic, competitive, and regionalized.

***average of all MP data; numbers may vary depending on specific use case and sector**

THE MARKET IS MOVING
AND DEMANDS PROACTIVE PRICING

Between 2023 and 2024, the average part in our database was repriced just once. A full one-third of parts saw **no change at all** over that period, while a small subset (under 1%) was repriced **five times or more.** On the surface, this might look like stability, but that stability may be masking missed opportunities.

Frequent, category-specific updates are essential. Competitive, high-turnover items demand tight, recurring pricing reviews. Custom or proprietary parts still require at least semi-annual benchmarking to avoid drift. Yet, industry behavior remains overwhelmingly reactive:

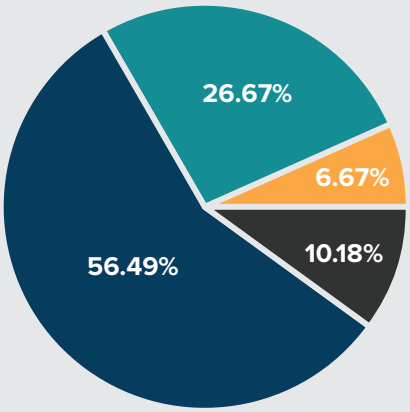
- **34.7%** of surveyed companies adjust prices only "as needed"
- Over **two-thirds** have pricing teams of just three people or fewer
- **6.6%** have no dedicated pricing team at all

In a market where pricing decisions are becoming visible to everyone, customers, competitors, and resellers alike, **slowness equals softness.** Margin leaks remain silent until they become systemic. Companies with dynamic, data-driven pricing not only protect margin, but they also move faster, clear inventory smarter, and gain market share with real competitive separation.

ADJUSTMENT ACTIVITY BY CATEGORY:

- **High-Volatility Parts** (e.g. bearings, clutch discs): ~1.8–2.0 price changes
- **Stable/Custom components** (e.g. motors): ~0.2 price changes

How large is your pricing team?



THRIVE IN A TRANSPARENT AFTERMARKET

To compete in a transparent, high-pressure parts business, machine manufacturers must turn pricing into a strategic advantage, starting with essential actions:

- **Benchmark the competition:** Use extensive market data to monitor competitive pricing across regions and part categories.
- **Segment pricing strategy:** Adjust pricing cadence based on part volatility or categories, frequent updates for high-turnover items, and at least semi-annual reviews for stable parts.
- **Adopt dynamic tools:** Leverage technology for current market updates and automated margin optimization.
- **Make pricing strategic:** Treat pricing as a growth lever, not just a cost exercise, align it with customer value and competitive positioning.

The aftermarket is no longer a blind spot. It is fully visible to everyone. Your pricing strategy should already reflect this reality.



"The right spare parts pricing strategy offers immense potential, transforming volatility into an opportunity to increase margins and market competitiveness."

Danilo Zatta, PhD, MBA, Management advisor and author of 'The 10 Rules of Highly Effective Pricing'

FROM PRICING TO EXPERIENCE: CUSTOMER EXPECTATIONS ARE ON THE RISE

Today's customers do not just expect good service, they expect an **instant, digital, experience at every touchpoint.** The B2B world has been permanently reshaped by B2C standards. Speed, visibility, and uptime have replaced brochures, waiting, and manual follow-up.

In our survey, only 12.9% of companies identified customer experience as their top strategic priority for the next three years, revealing a powerful opportunity for OEMs to differentiate. While most are focused on pricing or operations, those who prioritize experience can stand out by meeting rising expectations where others fall short.



Despite soaring expectations, many companies still rely on annual price updates, or manual quoting processes. Meanwhile, customers are comparing options from multiple vendors at once.

Across the aftermarket, customer behavior is evolving faster than traditional playbooks can keep up. **63% of companies expect a general increase in global spare parts demand**, but this demand is now tied to an all-around service experience.

Become the supplier customers trust first. With average lead times exceeding 10 days, customers place high value on reliability. **By offering a combination of speed, dependability, and exceptional service, you can position yourself as their go-to supplier every time.** That loyalty is priceless.

THE PATH FORWARD: WHAT THIS REPORT MAKES CLEAR

The Global Parts & Service Report 2025 makes one thing clear: **the aftermarket is no longer a cost-center, it has become the new growth engine.** But seizing that growth requires action.

The companies that will lead this transformation are those that:

- Build **resilient, localized supply chains** to ensure uptime and reduce disruption.
- Use **price intelligence** to protect margin and win on value.
- Invest in **digital progress** to enable speed, automation, and predictive services.
- Prioritize **customer experience,** because availability, uptime, and transparency define loyalty now.

The aftermarket presents a real opportunity. The advantage belongs to those who act decisively.

UNLOCK AFTERMARKET GROWTH: LEAD THE CHANGE WITH MARKT-PILOT

At **MARKT-PILOT**, we empower machine manufacturers to turn market complexity into **competitive clarity** through extensive up-to-date price intelligence and market transparency.

Our platform gives you the visibility and speed needed to move from reactive pricing to strategic leadership, across every part, every market, and every decision.

With MARKT-PILOT, you can:

- Gain **full visibility** into competitive pricing dynamics
- Identify **where margin is lost, and where it can be gained**
- Transition from annual updates to a more **dynamic, market-based pricing**
- Strengthen customer trust with **fair and transparent prices**
- Empower your teams with tools that **turn data into action**

We invite you to leverage the insights of this report, craft your strategic roadmap, and execute smartly. Seize this moment to set a new standard in parts and service – one that is insight-led, data-backed, and customer-focused.

Lead the change. Let's raise the bar – together.

HITACHI MILACRON SIEMENS energy OKUMA Bobcat

Visit www.markt-pilot.com for more information

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