DRIVING DIGITAL AT SCANIA
CX & SERVICE DEVELOPMENT

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TODAYS DISCUSSION TOPICS

- What does a CDO at Scania actually do
- Take your digital business model to the next level
- Driving Customer experience (Cx) at Scania
The world of Scania

Production units
1891 Sweden
1957 Brazil
1964 Netherlands
1976 Argentina
1992 France
1993 Poland
2014 Finland
2015 India

Sales and services network
- 1,000 sales points
- 1,700 workshops
- More than 95% parts availability
- Round-the-clock assistance
FROM DATA TO VALUE
WHAT DOES A CDO ACTUALLY DO – ACCELERATING DIGITALIZATION AT SCANIA

.... leveraging **digital technologies** and **shifting user behavior** to improve, enable or transform **processes** and/or **business models** – supporting our business objectives

.... inspire, challenge, and drive **accelerated digitalization** to embrace value* in our existing processes and capturing new business opportunities

*customer value, employee experience, efficiency/cost & improved business decisions
HOW TO THINK ON DIGITAL BUSINESS MODELS
A SUGGESTION*

- "Own" the customer relationship and integrating existing value chain
- Multiproduct / service customer experience to address key or life events

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<th>Knowledge of your end customer</th>
<th>Value Chain</th>
<th>Ecosystem Driver</th>
<th>Complete</th>
<th>Partial</th>
<th>Modular Producer</th>
<th>Omni-Channel</th>
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<td>Value Chain</td>
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Business design
Who controls key decisions like brand, contract, price, quality, participants, IP and data ownership,

- Being the destination of your space, matching needs with own and other providers, extracting 'rent'
- Adding external products / services while ensuring great customer experience and value
- Customer data from all interactions
- Sell through other / intermediary big risk the potential loss of power
- Core skill: low cost producer, incremental innovation
- Plug and play product/service able to adapt to any ecosystem
- Constant innovation of product/service

Margins and growth are the largest for Enterprises successful in the Ecosystem driver quadrant

*What's your digital business model
MIT CISR 2018 – Weil / Woerner
INDUSTRIES OPERATING IN MATURE TECHNOLOGY AREAS HAVE BIG OPPORTUNITIES TO DIFFERENTIATE AND INCREASE REVENUE FOCUSING ON CX

Value impact / Functional performance

Customer experience

3rd generation

Industry evolution

2nd generation

Functional performance

1st generation

Time (or resources committed)

Evolution of S-Curves Bill Fischer, MIT Sloan Prof, EMD
Customer Experience (CX) is defined as a) understanding how customers perceive the company through all interactions across the customer life cycle and b) managing these perceptions.

Benefits of CX

- **Differentiation** - Through exceptional customer experience, companies can differentiate from competitors and charge more for its products and services.

- **Increase sales** - Satisfied customers add to the revenue with incremental sales and positive word of mouth helps the organization to add more value in terms of new business sales.

- **Reduced cost to serve and sell** – Improved and simplified experiences tend to lead cost reductions and the cost of retaining an existing customer is less than acquiring new customers.
Starbucks provides an experience, not just a cup of coffee

- Commoditised product
- Undifferentiated experience
- Lower prices

- Differentiated and personalised experience defined based on deep and holistic customer understanding
- Premium prices compared to many unbranded coffee houses
- Consistent experience across coffee shops and geographies
# Defining Scania’s Cx direction and North star

## Research & trends report
Summary of research findings, capture templates and customer quotes as well as key trend material to help focus and drive CX initiatives.

## Qualitative personas
Short description of a fictive customer to capture research findings, customer needs and synthesize customer expectations (current and future) and help focus our CX design efforts.

## High level journey maps
Research findings and customer quotes mapped to key customer journeys in order to highlight moments that matter and concrete redesign opportunities.

## Insight categories & themes
Key contextual insight category themes and insights summarized and packaged to feed into opportunity and vision development.

## Opportunity areas
Description of key opportunity areas (posters) incl. potential business and customer impact to help build the vision.

## CX strategy, vision, principles & change story
Synthesize opportunity areas into CX strategy which is then described as actionable principles and story telling vision to build alignment and shared purpose.

## Prioritized and Sequenced Customer Journey Landscape
Updated overview of customer journey landscape documenting the outside-in view to help prioritize and sequence journey redesign and CX transformation.
Taking an eco system driver position requiers significant efforts

If you customer intimacy is strategic foundation of your business explore the omni space

In order to truly understand the Cx you deliver – walk extensively in your customers shoes