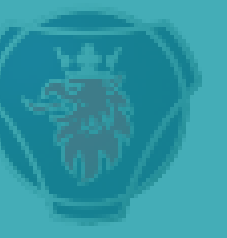


# **DRIVING DIGITAL AT SCANIA**

## **CX & SERVICE DEVELOPMENT**

**MIKAEL CATO CDO & SVP SCANIA**

# 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

- Regional Product Centres
- Production units
- Research and Development
- Sales and services

## Production units

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

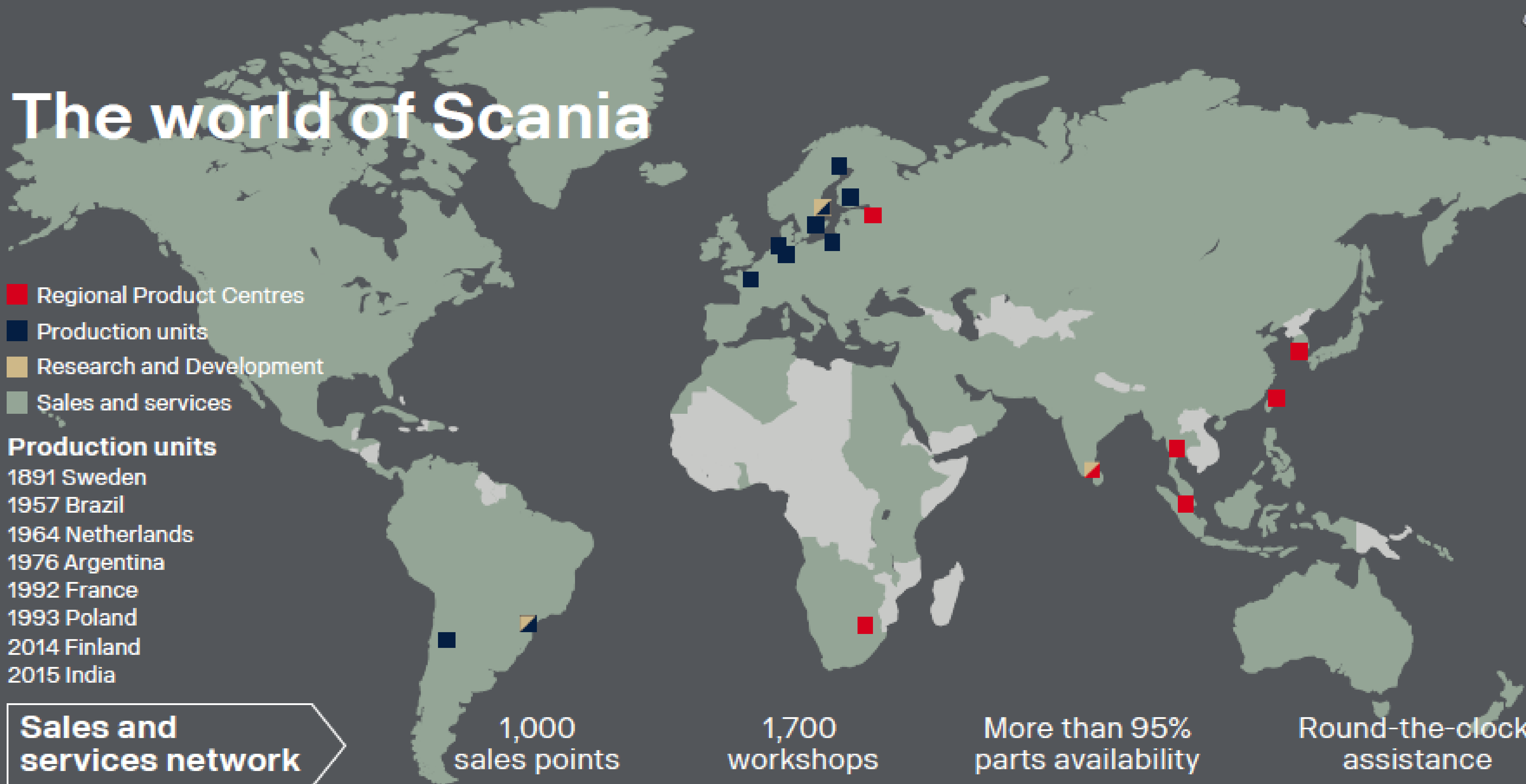
**Sales and services network**

1,000 sales points

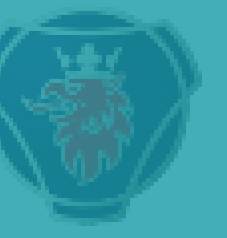
1,700 workshops

More than 95% parts availability

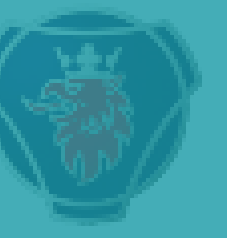
Round-the-clock assistance



# 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

- 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

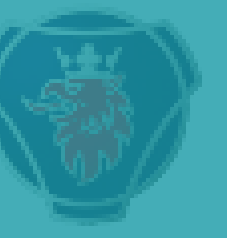
- Sell through other / intermediary big risk the potential loss of power
- Core skill; low cost producer, incremental innovation

- Plug and play product/service able to adapt to any ecosystem
- Constant innovation of product/service

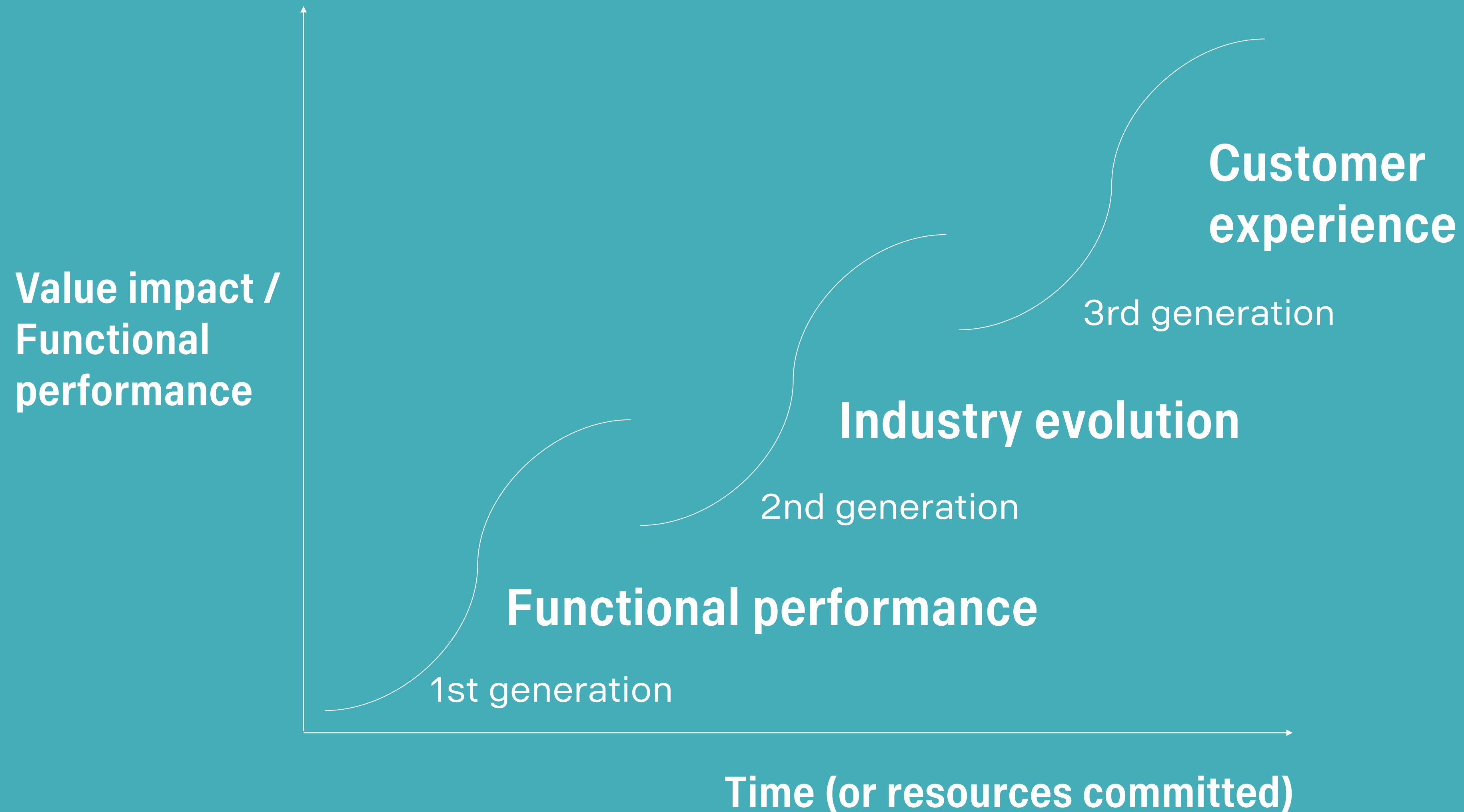
<b>Knowledge of your end customer</b> Know the identity, purchase history, with your company and other firms and customer goals	<b>Complete</b>	 <b>Omni-Channel</b>	 <b>Ecosystem Driver</b>
	<b>Partial</b>	 <b>Supplier</b>	 <b>Modular Producer</b>
		<b>Value Chain</b>	<b>Ecosystem</b>
<b>Business design</b> Who controls key decisions like brand, contract, price, quality, participants, IP and data ownership,			

\*Whats your digital business model  
MIT CISR 2018 – Weil / Woerner

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



# INDUSTRIES OPERATING IN MATURE TECHNOLOGY AREAS HAVE BIG OPPORTUNITIES TO DIFFERENTIATE AND INCREASE REVENUE FOCUSING ON CX



# WHAT IS CX (CUSTOMER EXPERIENCE) AND WHY CX



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



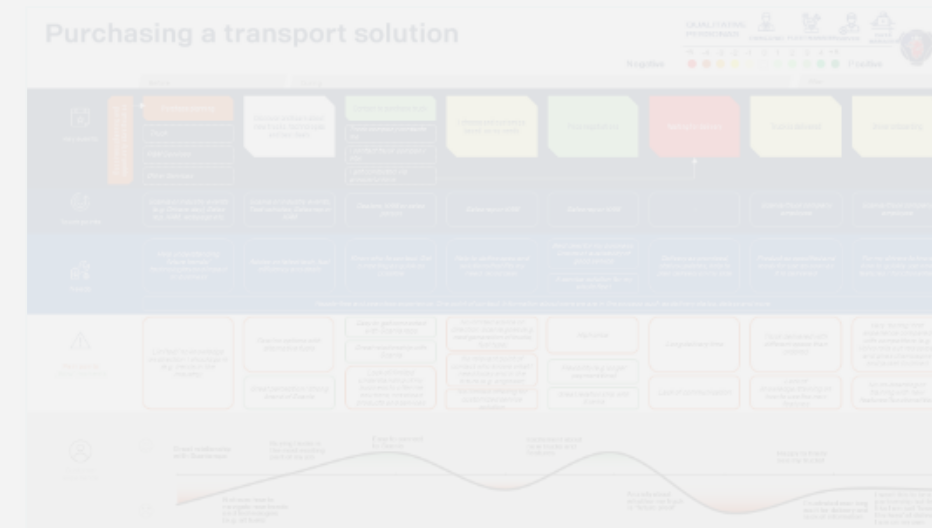
Summary of research findings, capture templates and customer quotes as well as key trend material to help focus and drive CX initiatives

## Qualitative personas



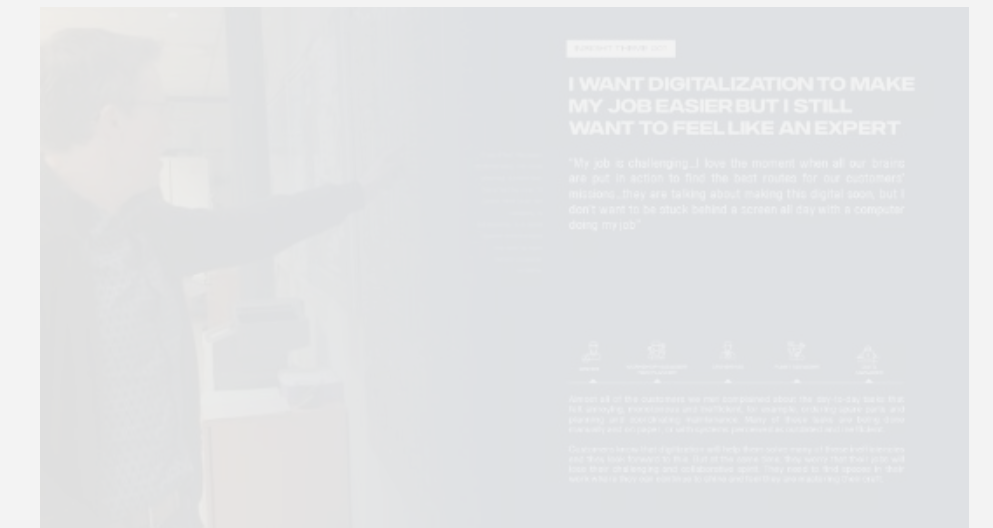
Short description of a fictive customer to capture research findings, customer needs and synthesize customer expectations (current and future) and help focus our CX design efforts

## 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



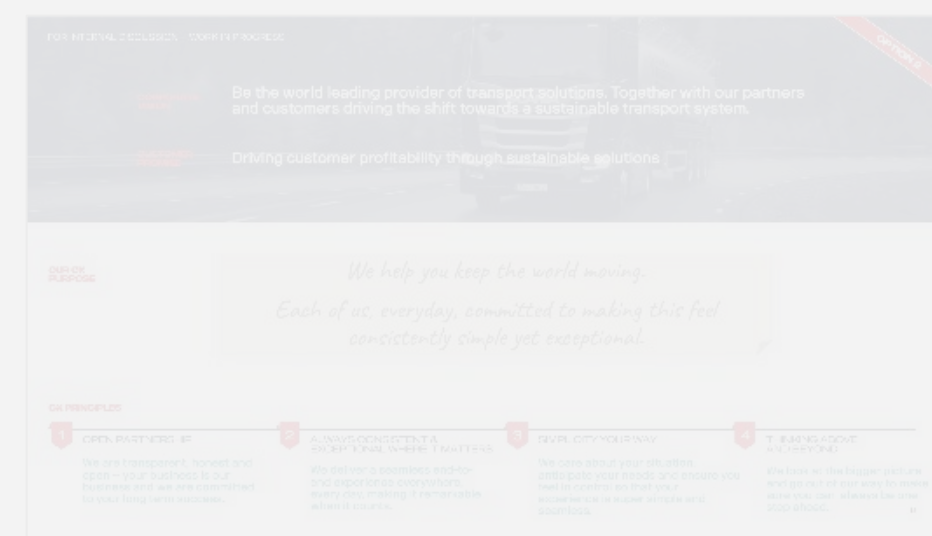
Key contextual insight category themes and insights summarized and packaged to feed into opportunity and vision development

## Opportunity areas



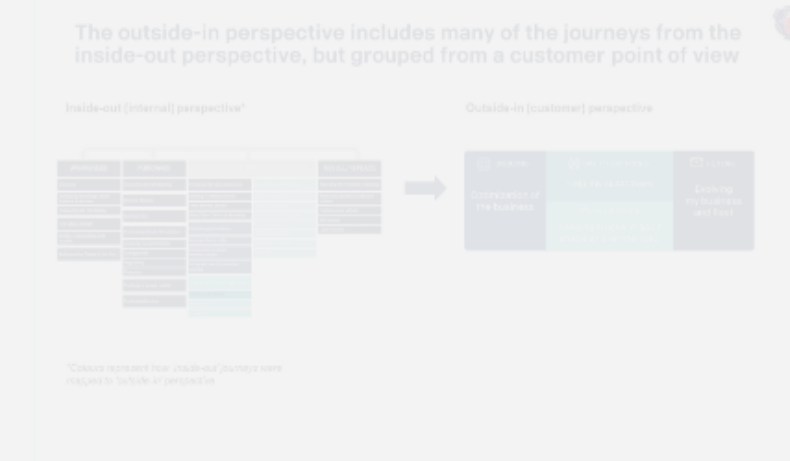
Description of key opportunity areas (posters) incl. potential business and customer impact to help build the vision

## CX strategy, vision, principles & change story



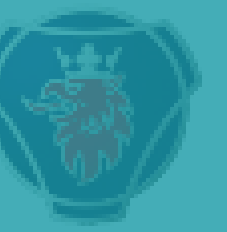
Synthesize opportunity areas into CX strategy which is then described as actionable principles and story telling vision to build alignment and shared purpose

## 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

# CONSLUSIONS



- Taking an eco system driver position requires significant efforts
- If your customer intimacy is the strategic foundation of your business, explore the omni space
- In order to truly understand the Cx you deliver – walk extensively in your customer's shoes