

SKAB VÆKST I DET DIGITALE AFTERMARKET



19. september 2023

Skab vækst i det digitale aftermarked



Er jeres digitale strategi tilstrækkeligt fokuseret på at skabe så høj en Customer Lifetime Value som muligt?

Dagens program, del 1

08.30-09.00	Morgenmad og registrering	
09.00-09.05	Intro v. Simon Aisen, Partner i Immeo.	
09.05-09.15	Microsoft Nina Due	Transformation fra licenssalg til service ud fra et kulturelt og organisatorisk perspektiv Transformationsprojekter indebærer ofte omstrukturering af interne processer, organisationsændringer og kulturel tilpasning. Få indsigt i hvad Microsofts transformation fra licenssalg til et mere servicecentrisk fokus har betydet for deres kultur og organisationen.
09.15-09.45	Dansk Industri Mie Bilberg	Danmark skal være frontløbere på digitale salgsmodeller De danske B2B og industrivirksomheder er i hård international konkurrence, og hvis vi skal fastholde arbejdspladserne på dansk grund, så kræver det, at vi investerer målrettet i digitalisering på tværs af hele kundeoplevelsen. Men hvad er fakta og hvor gode er danske virksomheder til at agere i en digital virkelighed, hvor vi konstant møder nye aktører og ny teknologi? Og hvordan kan Danmark også være fremtidens førende digitale handelsnation?
09.45-10.15	FLSmidth Alejandro Espejel & Charlotte Birkrem	Transforming to an Aftermarket Focus Hør, hvordan FLSmidth har aktiveret digitale salgsprocesser i eftermarkedet. Få værdifuld indsigt i deres rejse mod de digitale salgsmodeller, de anvender i dag.

Talere



Nina Due
Customer Success Manager,
Microsoft



Mie Bilberg
Chefkonsulent,
Dansk Industri



Alejandro Espejel
Vice President - Head of Sales and
Service Digitalization
FLSmidth



Charlotte Birkrem
Head of Commercial Operations
and Business Development
FLSmidth

Dagens program, del 2

10.35-11.05	Solar Morten Gleerup	Transformation af den klassiske grossistvirksomhed Hør, hvordan Solar de seneste fem år har været igennem en transformation fra klassisk grossist til sourcing- og servicepartner med fokus på værdi for kunderne fremfor traditionel "box moving". Det har blandt andet betydet et øget fokus på nye, kundesvendte services som supplement til eller decideret erstatning for klassisk produktsalg.
11.05-11.30	Immeo Lasse Quorning	Is your digital transformation focused on Customer Lifetime Value? Ved at udnytte digitale muligheder, tilbyde værdibaserede tjenester og udnytte data og partnerskaber kan virksomheder opnå konkurrencemæssig fordel og bæredygtig vækst. Hør, hvordan du lykkedes med øge værdien af dine kunder ved at involvere dem i hele produktets livscyklus, og få indblik i konkrete metoder til at komme i gang.
11.30-12.00	Alfa Laval Hans Troiza	Building an ecosystem for industrial sales and aftermarket Hør, hvordan Alfa Laval har opbygget et digitalt økosystem, der understøtter hele kunderejsen inden for industrielt salg. Dette økosystem forbinder stakeholders gennem et fælles digitalt workflow, der inkluderer opdagelse, salg og eftermarkedet, og det spiller en afgørende rolle i den digitale transformation mod 'Industrial Consumerism'.
12.00-12.15	Afrunding - Simon Aisen, Partner i Immeo	
12.15-13.00	Frokost og networking	

Talere



Morten Gleerup,
Vice President -
Marketing, Communication &
E-commerce,
Solar



Lasse Quorning
Principal,
Immeo



Hans Troiza
Head of On-Line Sales,
Alfa Laval

Customer lifetime value



W. Edwards Deming

”

Profit in business comes from repeat customers, customers that boast about project or service, and that bring friends with them

In God we trust. All others bring data.....

Nina Due

Director, Small, Medium and
Corporate Business Division,
Microsoft



Immeo - Microsoft
Innovation, transformation and growth mindset
September 19th, 2023
Nina Due

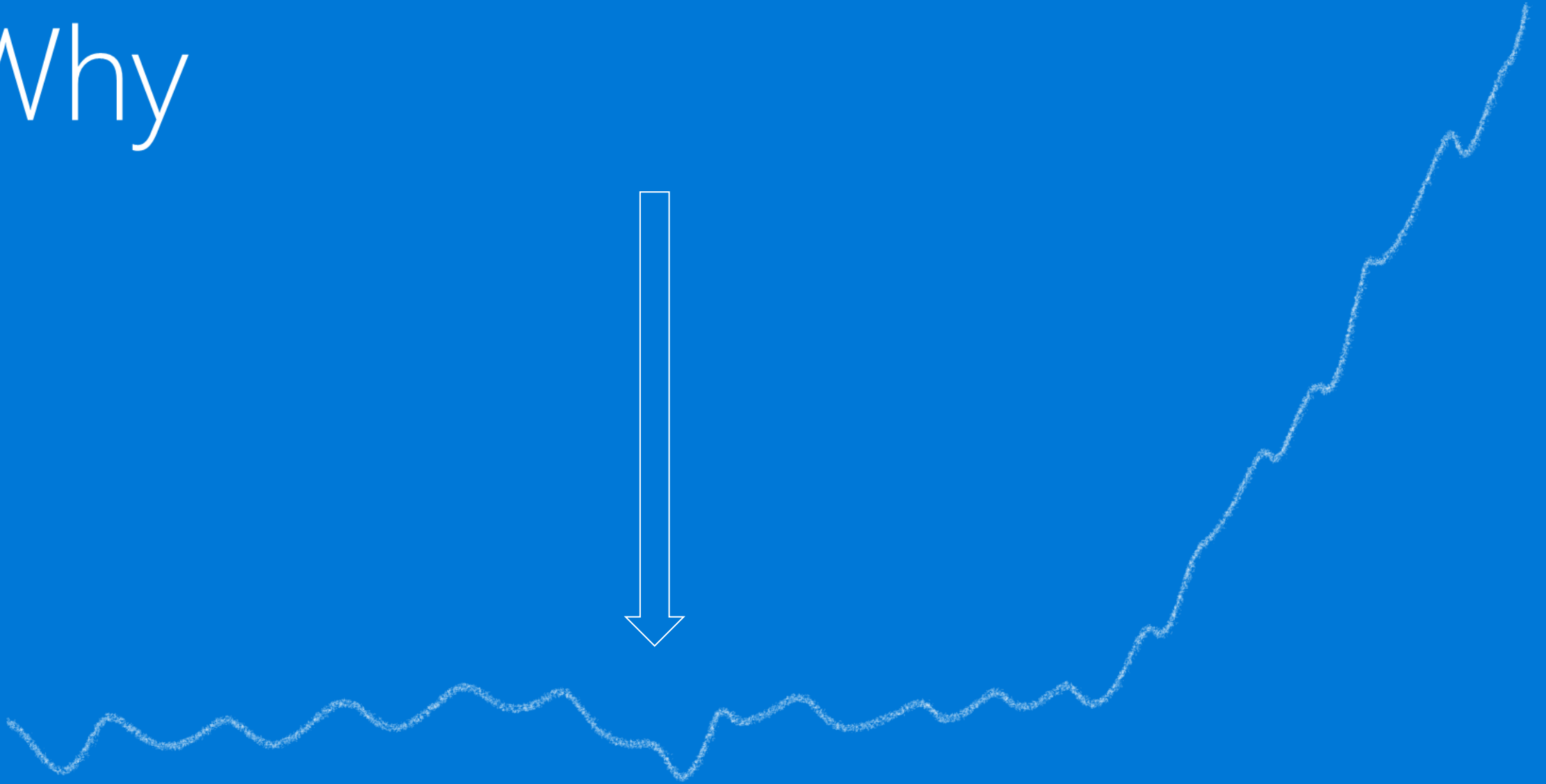
Microsoft Transformation

Transactional license
sales of great software



24/7 service provider
and innovation enabler

Why



Why we chose to evolve



Innovation stalled

Customers' digital transformation

Workforce shortage



New Leadership &
Mission



Transformed Culture



New Business Model,
& Processes



How

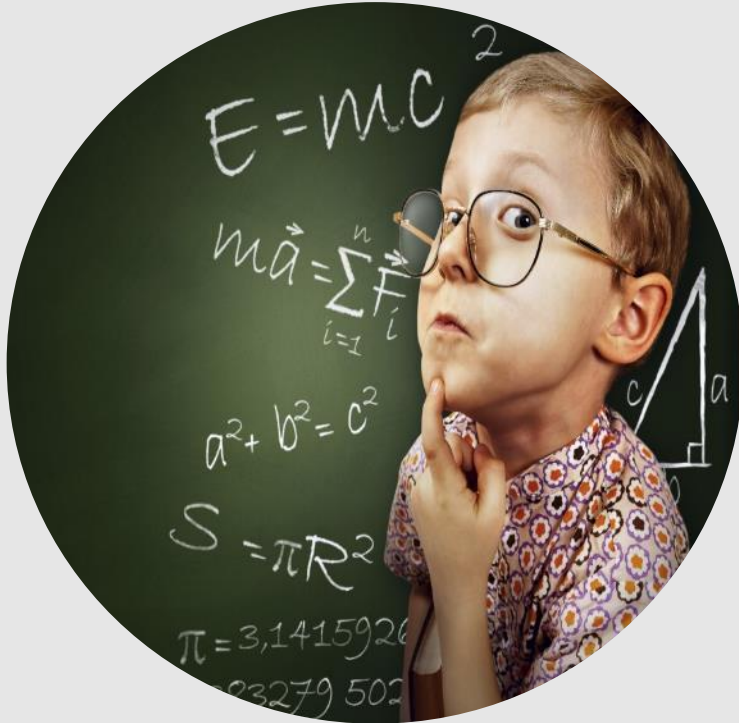


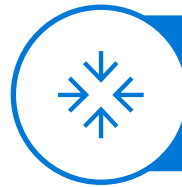
Microsoft Mission – 1985 and 2015

*A computer on
every desk and in
every home...*

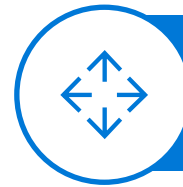
*...empower every
person and every
organization on the
planet to achieve
more*

From 'Fixed mindset' to 'Growth mindset'





From: know-it-all



To: learn-it-all

Critical

Fear

Insular

Hero

Individual

Supportive

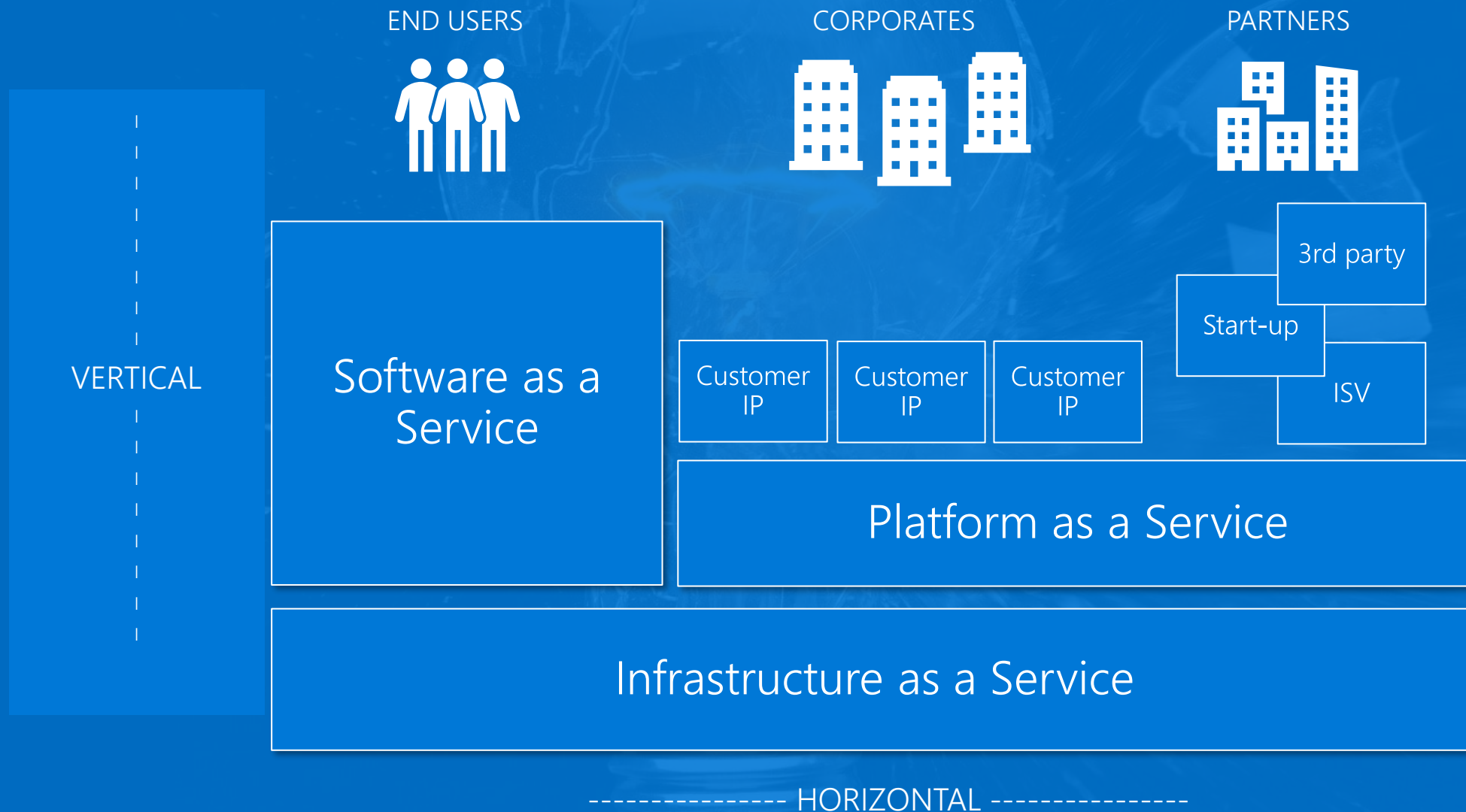
Brave

External

Team

One Microsoft

New Business Model & Open Platform



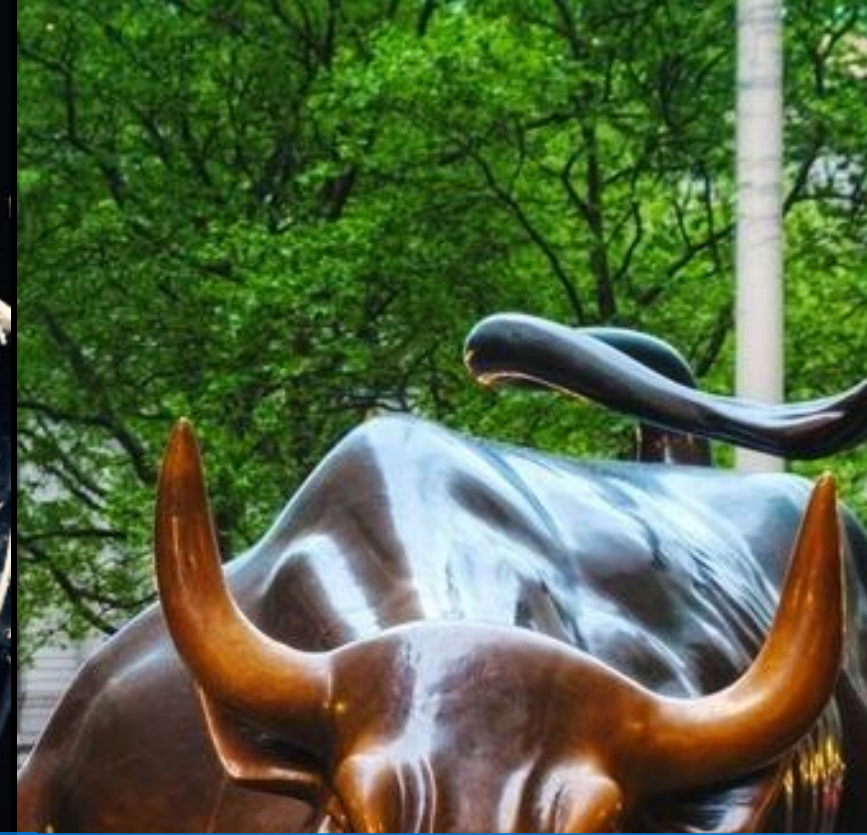
Processes
Competences
Incentives
Channel impact



Do we have leadership from the top and a future proven mission?



Do we have a culture which accelerates our transformation?



Are we investing enough in processes, competences & incentives to support the evolving business model?



Thank you!



Mie Bilberg

Chefkonsulent, Dansk Industri



The digital Route to (after)market

v/Mie Bilberg, Dansk Industri



8 mia.

68%

mobiltelefon

65%

internet

60%

sociale medier



The digital
Route to market



Mie Bilberg (She/Her)

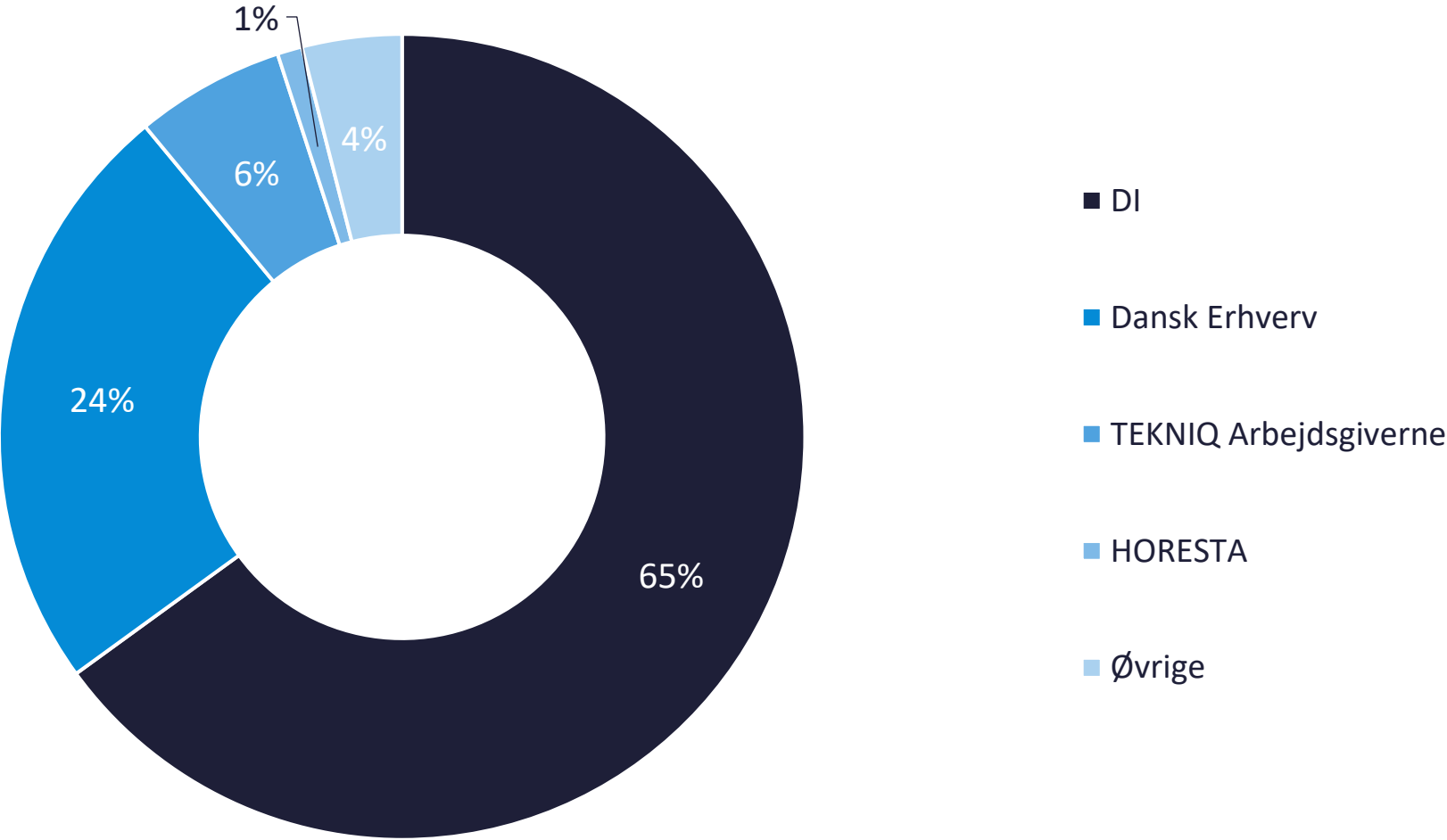
Dansk Industri | new commerce | e-commerce | customer journey | international | B2C | B2B | D2C

Snakker om #ecommerce, #marketing, #metaverse, #newcommerce og #customerexperience

København, Hovedstaden, Danmark · [Kontaktoplysninger](#)

 DI - Dansk Industri

Dansk Industri – 20.000 medlemmer



Den grønne omstilling

Digitalisering

Fælles politisk agenda



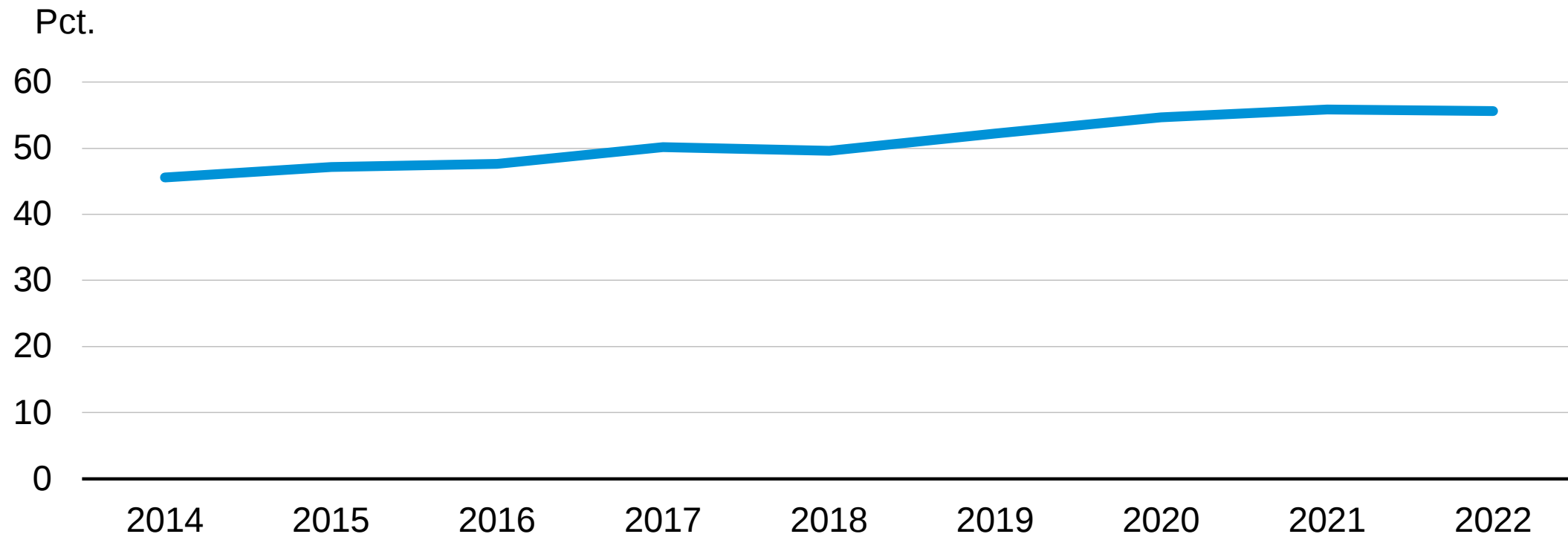
e-commerce
Viden, analyser, events & fællesskab

75%

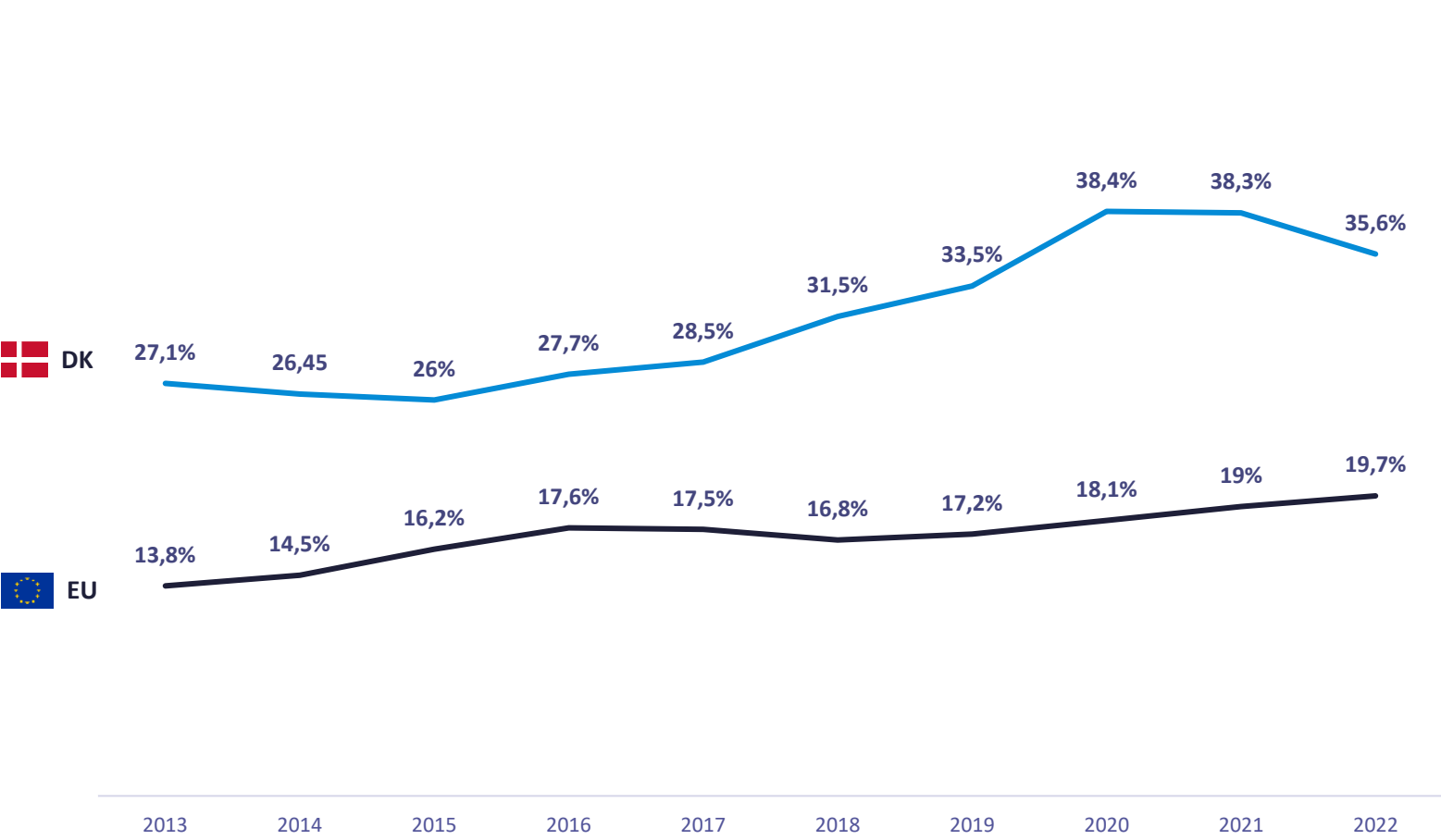


Udbredelsen af e-commerce er gået i stå

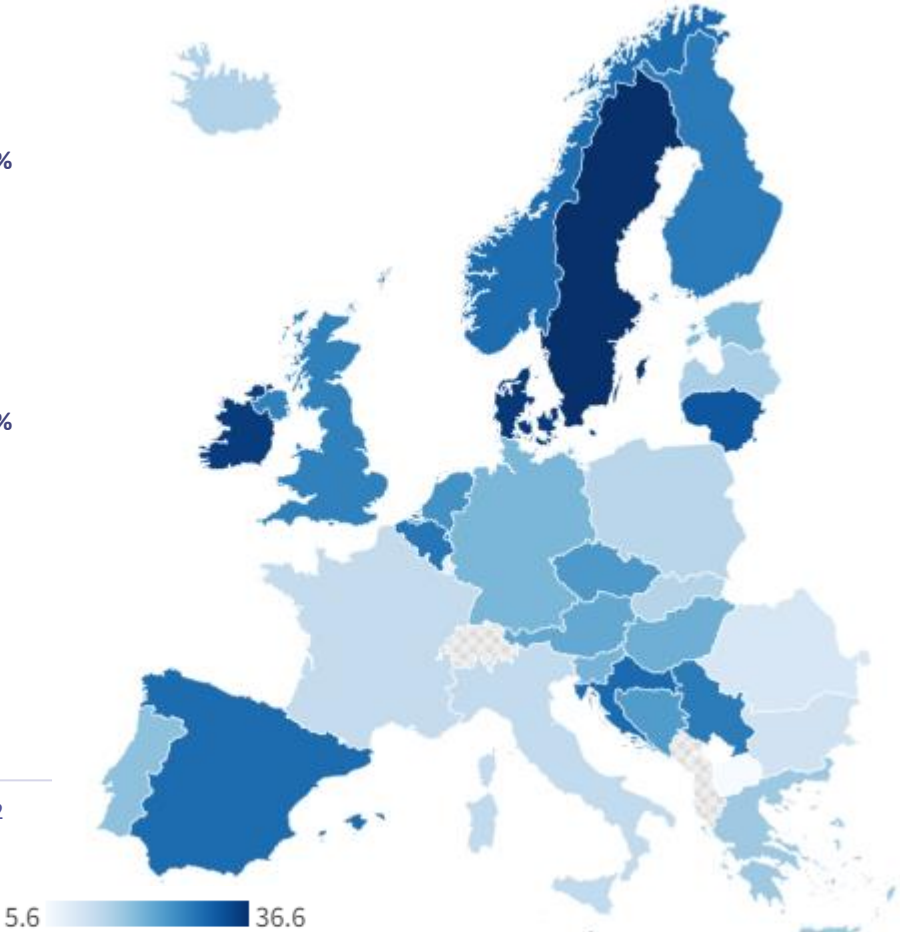
Andel virksomheder med online salgskanaler (mindst 100 ansatte)



Faktisk ikke bare i stå – men tilbage



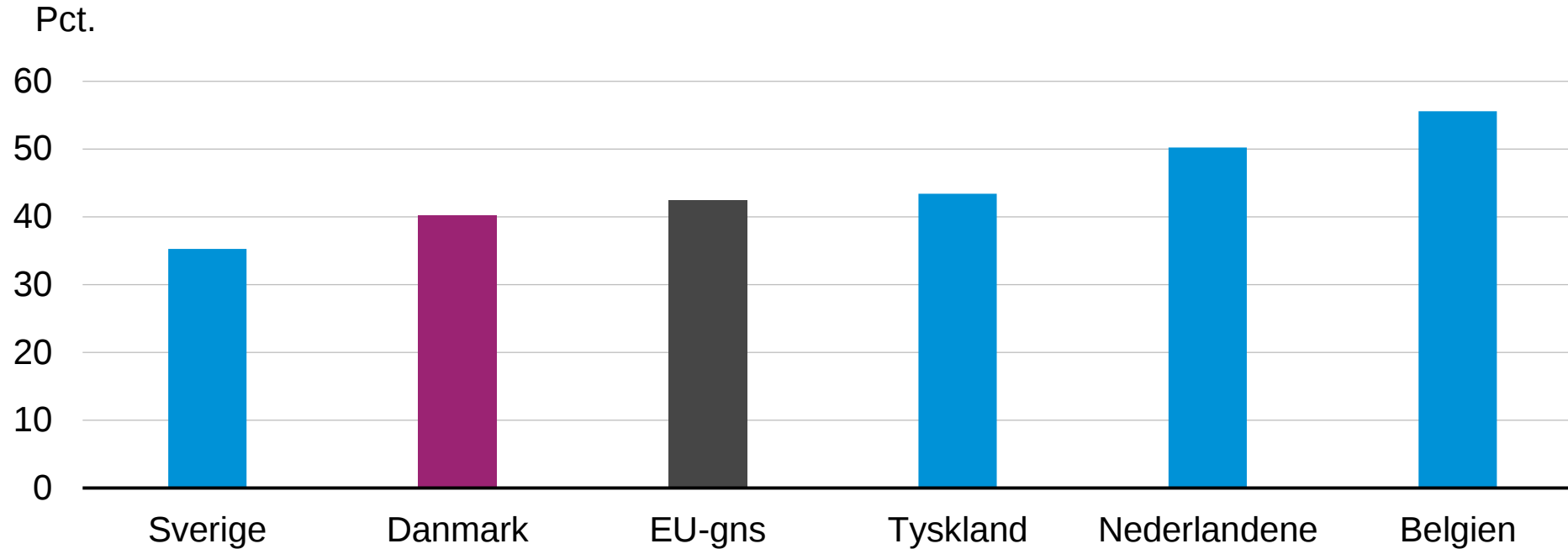
Europa, 2022



Kilde: DI –analyse Fakta om onlinesalg med tal fra bl.a. Eurostat.

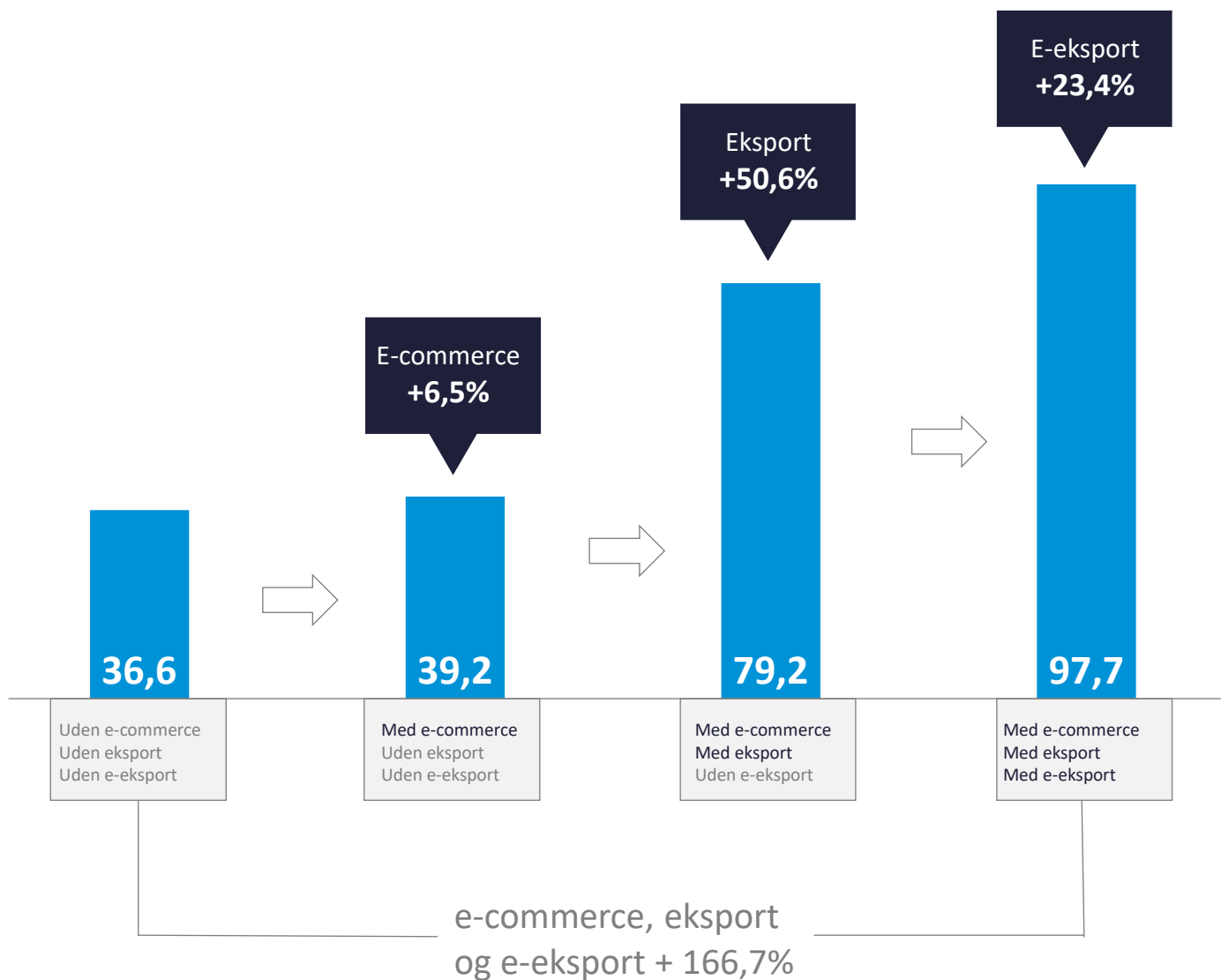
Danmark ligger under EU-gennemsnittet på online salg til EU

Andel virksomheder med websalg, der sælger til andre EU-lande



Anm.: Figuren dækker virksomheder med flere end 10 ansatte i private, ikke-finansielle byerhverv.

Kilde: Eurostat



E-commerce og e-eksport løfter indtjeningen

Hvad har vi på spil?



Den fjerde industrielle revolution



Antal af salgskanaler: 2,4

	 Telefonisk	 Kørende sælgere	 Egne fysiske butikker	 Kunders fysiske butikker	 E-mail	 Egen webshop og apps	 Kunders webshop og apps	 EDI	 Online markedspladser	 Andet
Sælgeren tilbyder	52%	40%	25%	11%	42%	36%	6%	6%	10%	10%



1:
Omsætning

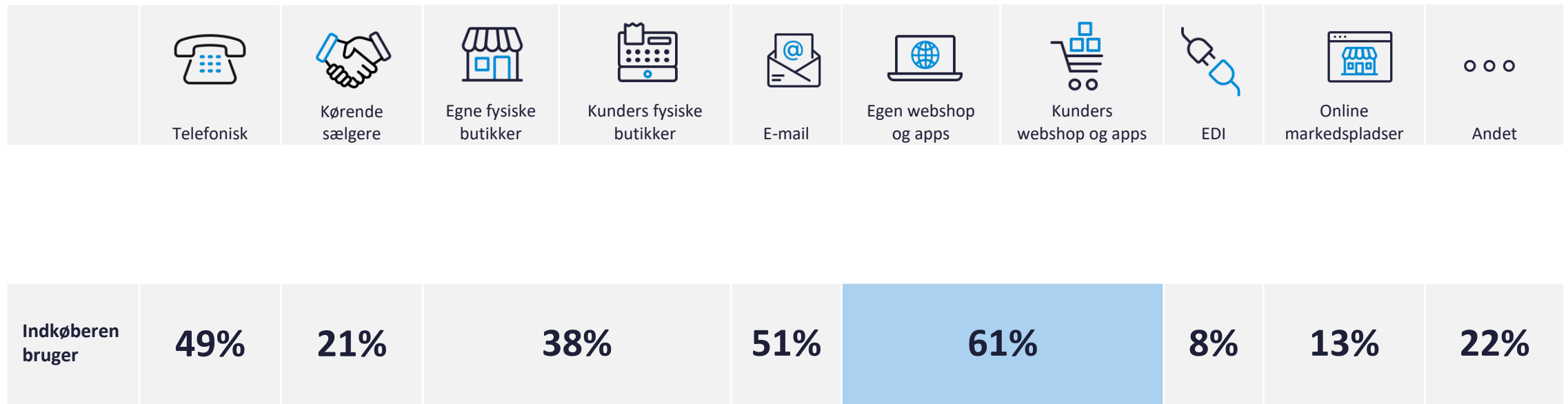


2:
Ny kunder

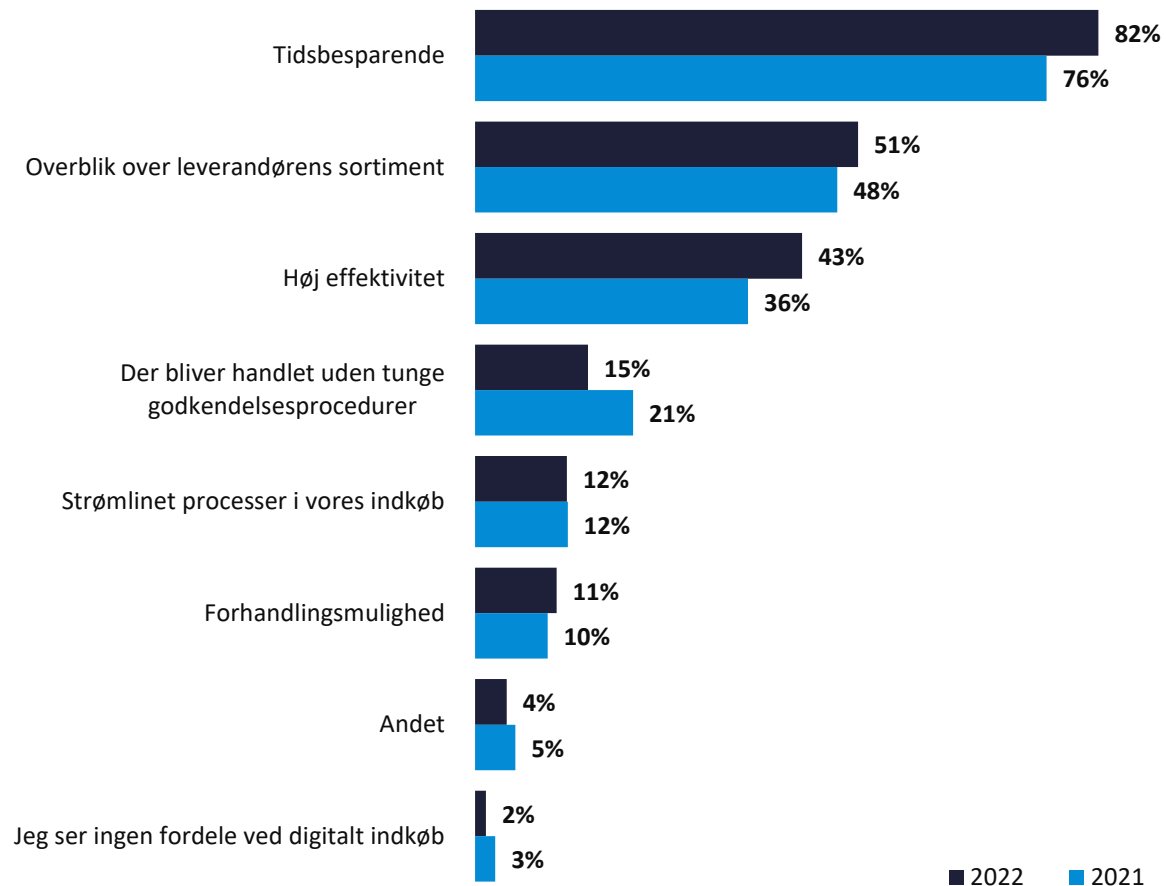


3:
Effektivitet

Antal af indkøbskanaler: 2,6



Fordele ved online indkøb

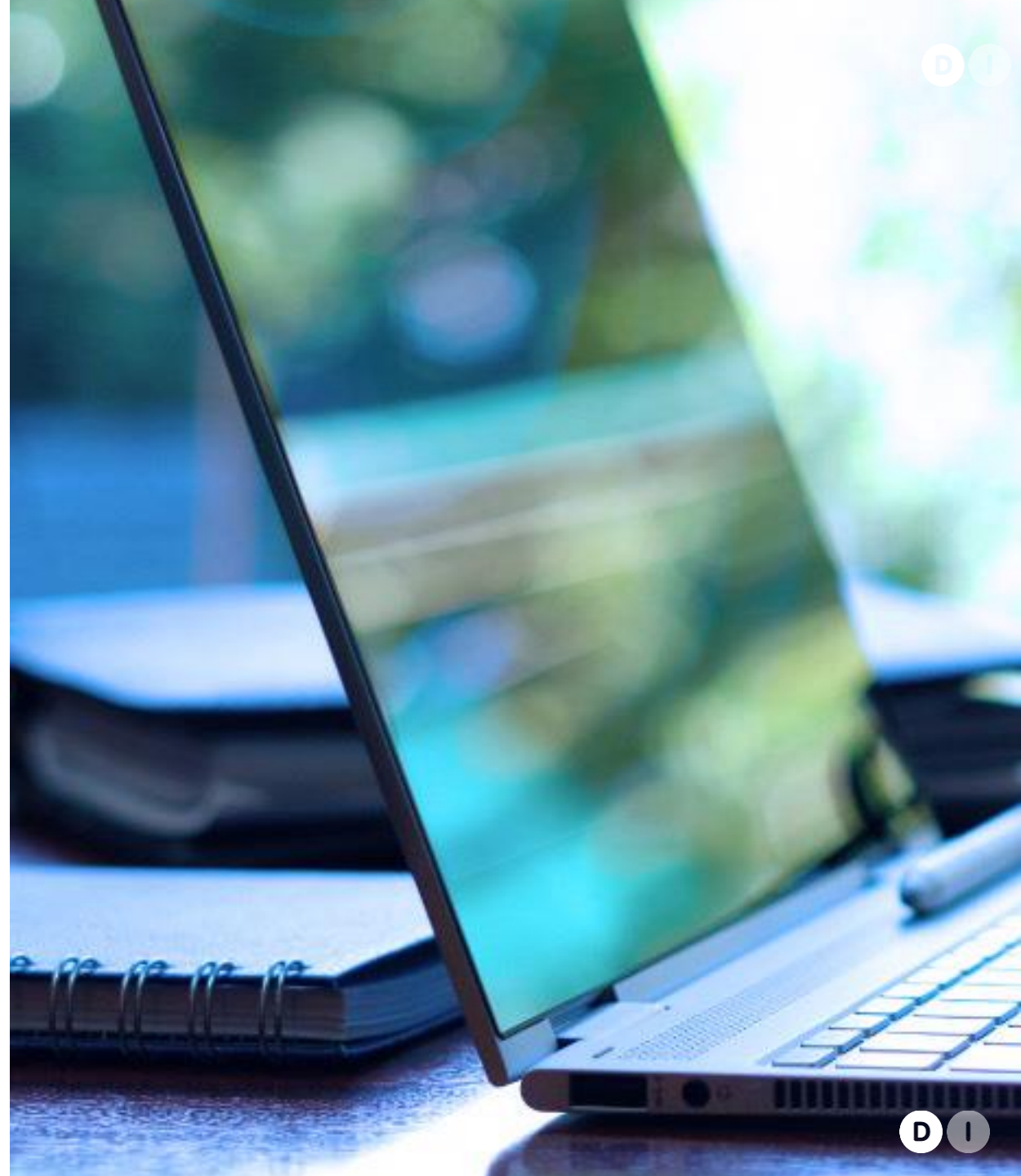


82%

angiver tidsbesparelse som en
fordel ved online indkøb

29%

af de danske indkøbere med +50 ansatte har fravalgt en leverandør
fordi de ikke tilbød mulighed for digital indkøb.





70%

af de danske indkøbere har ikke været i personlig
kontakt med virksomheden, som de handlede med

e-commerce er et
Center for innovation



”Nøglen til vækst ligger i at give forbrugerne, hvad de ønsker over hele produktets livstid”



Den organisatoriske udfordring

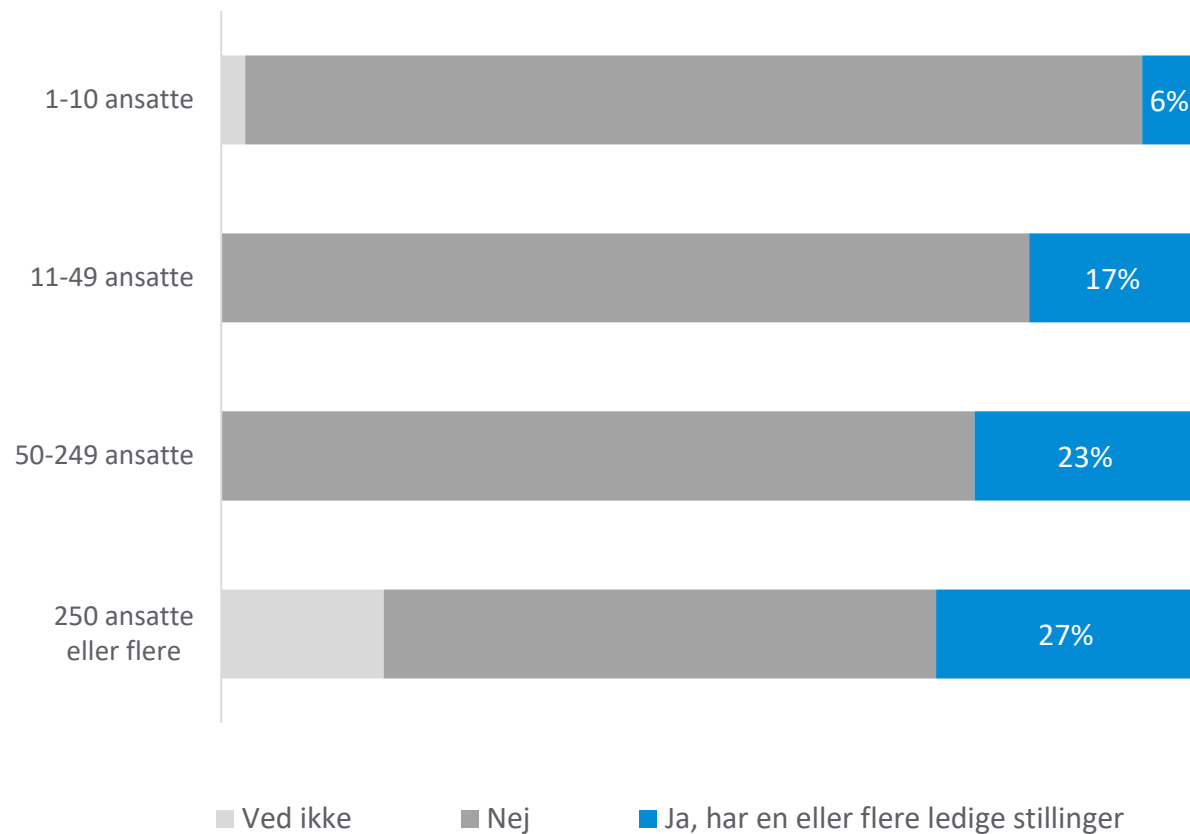


41%

af de danske virksomheder har organiseret deres
e-commerce folk i salgsafdelingen

– er det et problem?

Vi mangler arbejdskraft



46%

af de danske virksomheder, der allerede har e-commerce, planlægger at investere i nye e-commerce medarbejdere indenfor de næste to år

1/5

har ledige e-commerce stillinger

Dansk Industri mener, at vi bør tage den digitale transformation af handel meget alvorligt. Vi risikerer, at miste **konkurrencekraft** ikke bare på eksportmarkederne, men også hjemmemarkedet.

Der er brug for mere uddannelse af **e-commerce talenter**, og der er brug for at geare de danske organisationer til at få succes med e-commerce.

Denne strukturelle udfordring står i vejen for danske virksomheder for at lykkes med den digitale og kommercielle transformation af virksomheden.

Talentfaktor i e-commerce

Mød ekspertpanelet



Claudio
Christensen
CEO



Leyla Elif
Aksoy
Tech



Erol Erdogan
Medarbejderen



Maria Hamm
HR

21. september

Deltag fysisk eller online

postnord 



Alejandro Espejel

Vice President – Head of Sales
and Service Digitalization
FLSmidth

Charlotte Birkrem

Vice President –
Head of Commercial Operations
and Business Development
FLSmidth

A hand is shown from the right side, pointing its index finger towards a glowing digital network structure. The network consists of numerous white dots connected by thin white lines, forming a complex web. A bright blue light emanates from the point where the finger is touching the network. The background is a dark blue gradient.

FLSmidth:

Immeo – ‘Create growth in the digital aftermarket’ Event

Today's Speakers



Charlotte Wendt Birkrem

Vice President - Head of Commercial Operations & Business Development - Mining Service Business

Experience

- 20+ years in Project and Transformation management, focusing on Customer-centric optimization and Digital solutions
- as Head of Sales Digitalization and as Digital Program Manager, defining the digital strategy for commercial solutions and embarking the transformation towards digitalizing the customer experience.

Previous FLSmidth Roles

- Head of Sales Digitalization (2023, Denmark)
- Digital Program Manager (2019-2022, Denmark)



Alejandro (Alex) Espejel Garcia

Vice President - Head of Sales and Service Digitalization

Experience

- 18 years in General Management, Business Development, and Digital Strategy.
- Leading a multi-disciplinary team to transform FLSmidth into a customer-centric organization using digitalization and big data across Sales Enablement, Parts Delivery, and Field Service & Remote Support.

Previous FLSmidth Roles

- Country Manager, Head of Mining Sales (2018-2020, Mexico)
- Managing Director (2018-2020, Panama)
- Director, Head of Business Performance (2017-2018, Denmark)
- Department Manager-Business Performance (2015-2016, Denmark)
- Business Manager (2014-2015, Denmark)
- Senior Reliability Specialist (2012-2014, Denmark)

Agenda



Introduction



FLSmidth's Strategic Blueprint



FLSmidth's Journey Toward Digitalization



Digital Sales Tools Deployed



Aftermarket Ecosystem



Lessons Learned & Best Practices



The world around us

Minerals for electronics

8x

increase in demand for lithium by 2030, driven by electric vehicles alone

Cement for construction

75%

of the global infrastructure needed in 2050 has not yet been built

Copper for electricity

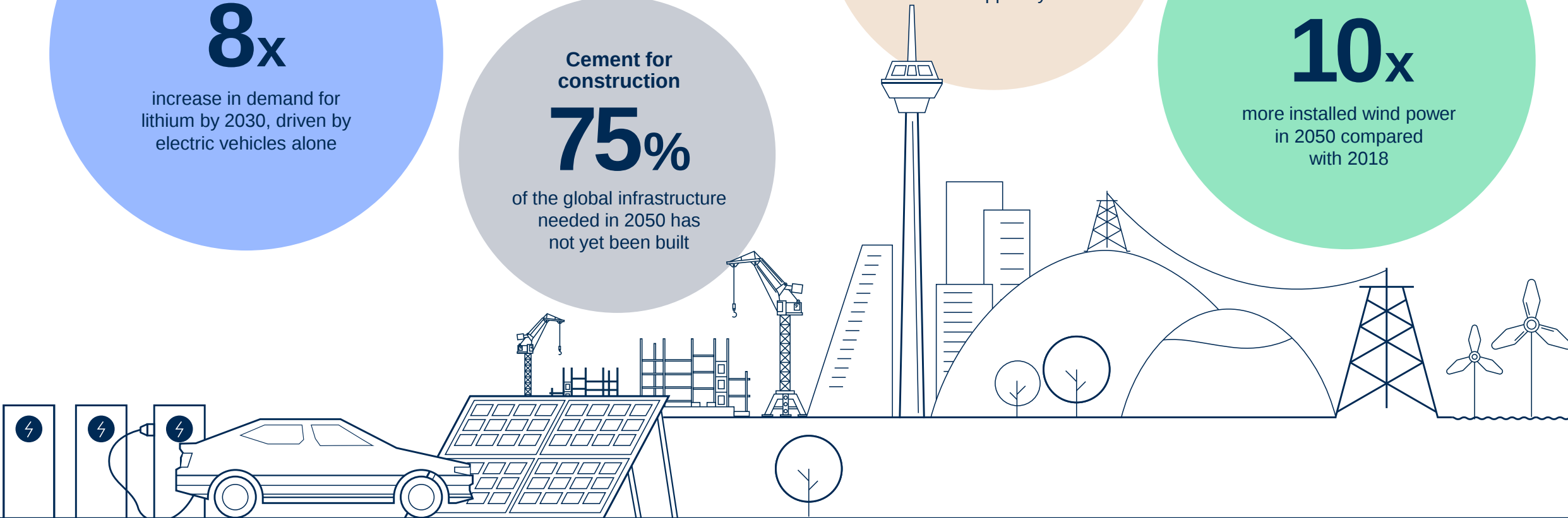
31%

increase in global demand for refined copper by 2030

Minerals and cement for wind turbines

10x

more installed wind power in 2050 compared with 2018



About FLSmidth



At a glance



1882

Danish company
founded
140+ years ago



10,000+

employees use their unique
knowledge to meet our
customers' needs



60+

We are located in 60 countries
and service more than 150+
countries across the globe



21.8bn

in consolidated
revenue in 2022 (DKK)

We are the full flowsheet
technology and service supplier
to the global mining
and cement industries.

We enable our customers in
mining and cement to move
towards zero emissions by 2030.



Our business areas are defined by a pure-play strategy



Financial performance 2022

	Mining	Cement	NCA	Group
Order intake (DKK million)	17,882 ▲ 34%	6,613 ▲ 11%	209 n/a	24,644 ▲ 28%
Revenue (DKK million)	15,082 ▲ 29%	6,264 ▲ 7%	503 n/a	21,849 ▲ 24%
Service share of revenue	61% ▲ 2pp	56% ▲ 2pp	41% n/a	59% ▲ 2pp
Adj. EBITA margin	10.6% ▼ 0.7pp	n/a n/a	n/a n/a	6.4% ▼ 0.1pp
EBITA margin	7.6% ▼ 1.4pp	3.3% ▲ 3.6pp	-80.9% n/a	4.3% ▼ 1.6pp

Our value proposition

Our pure play strategies	Key market drivers	Our value creation drivers	Our long-term targets for the FY2026
Mining CORE'26	▪ Green transition ▪ Middle class growth ▪ Industry challenges	▪ Full flowsheet coverage ▪ Large installed base ▪ Service centricity ▪ Sustainability & technology ▪ Industry know-how and trust ▪ Simplification and de-risking of operating model	13-15% EBITA margin
Cement GREEN'26	▪ Economic development ▪ Green transition	▪ Industry know-how ▪ Sustainability & technology ▪ Large installed base ▪ Service centricity ▪ Simplification and de-risking of operating model	~8% EBITA margin

Our pure play mining strategy: CORE'26

Purpose
Mining for a sustainable world



Trust

Empowerment

Values
Accountability

Collaboration

Honesty

Customer Experience enablers driving the Service pillars of CORE'26

Launch of a Global Commercial Excellence program will drive:



Improved customer experience



Global process standardization and simplification

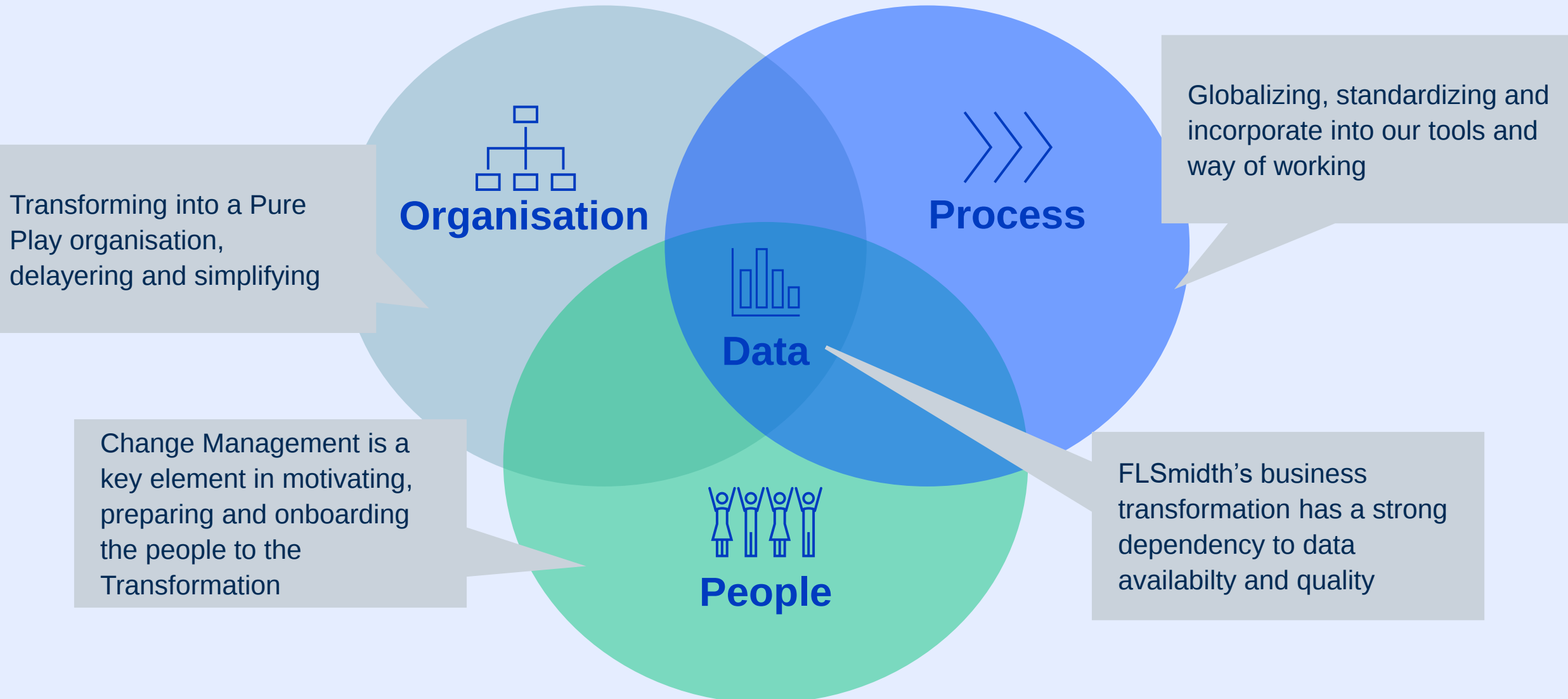


Value based sales

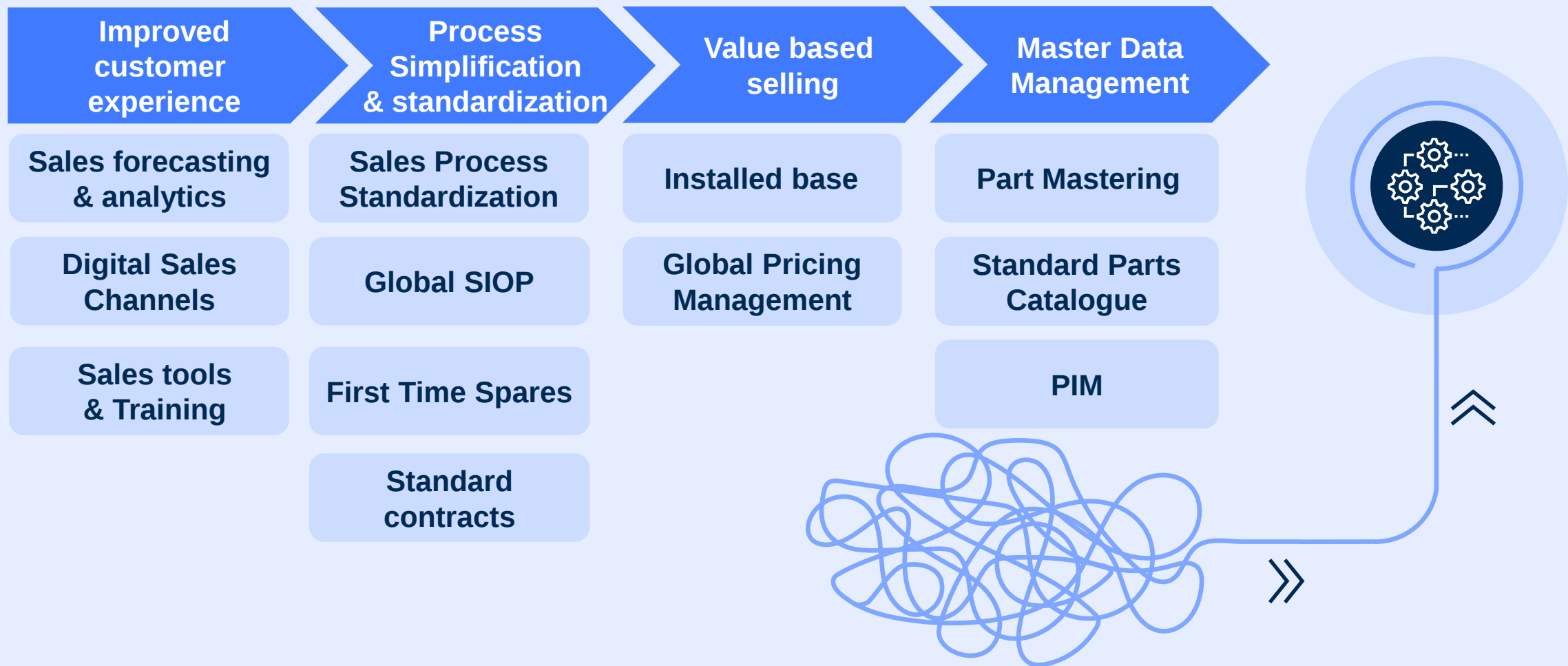


Master Data Management

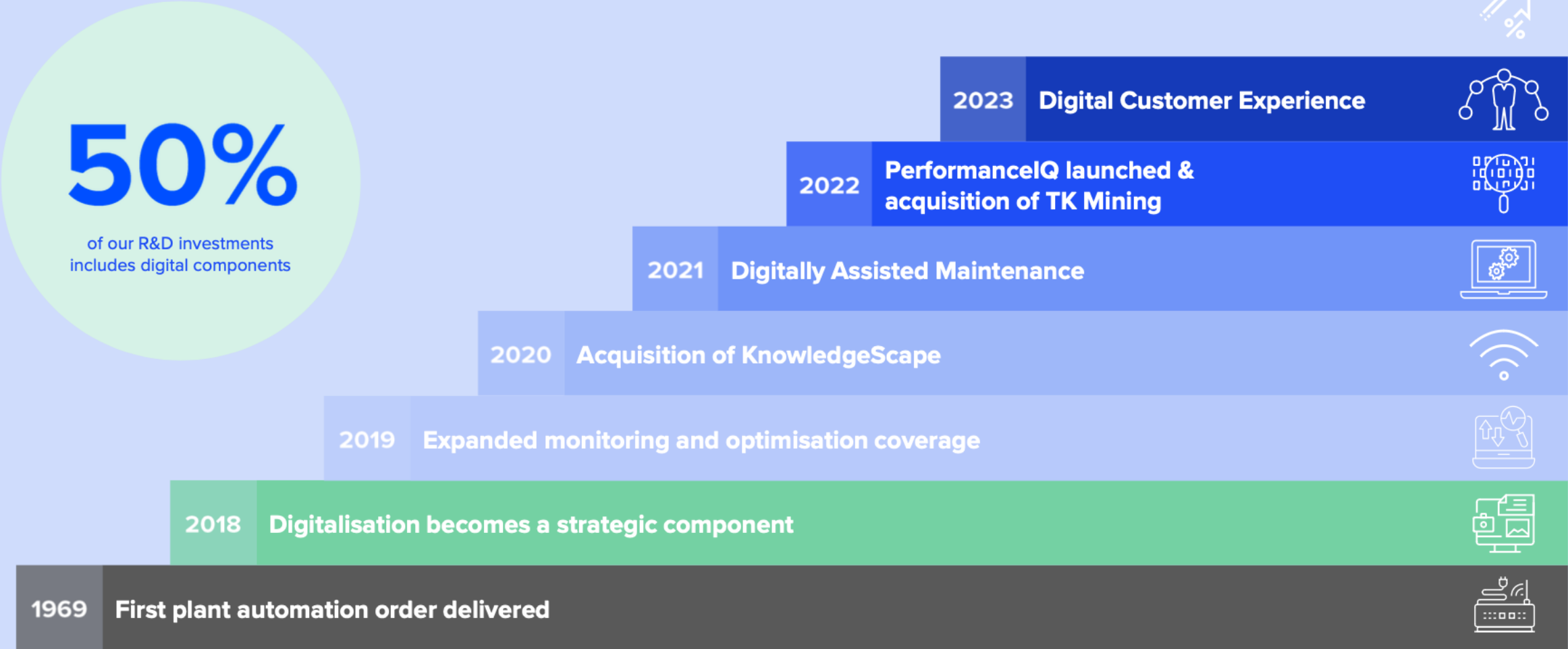
Transformation is all about balance



Commercial Excellence program break down

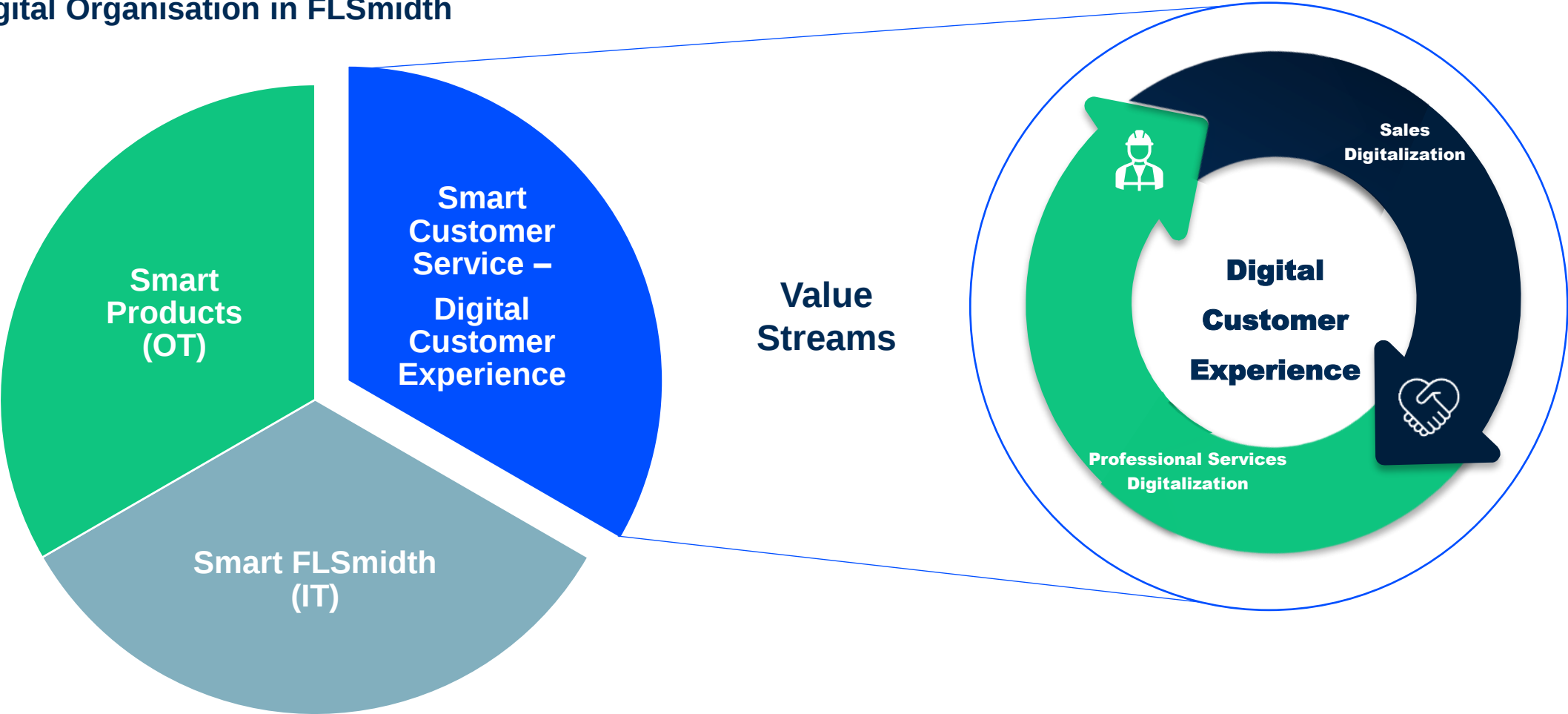


Digital is a key business driver and we continue to invest and expand our capabilities and offerings

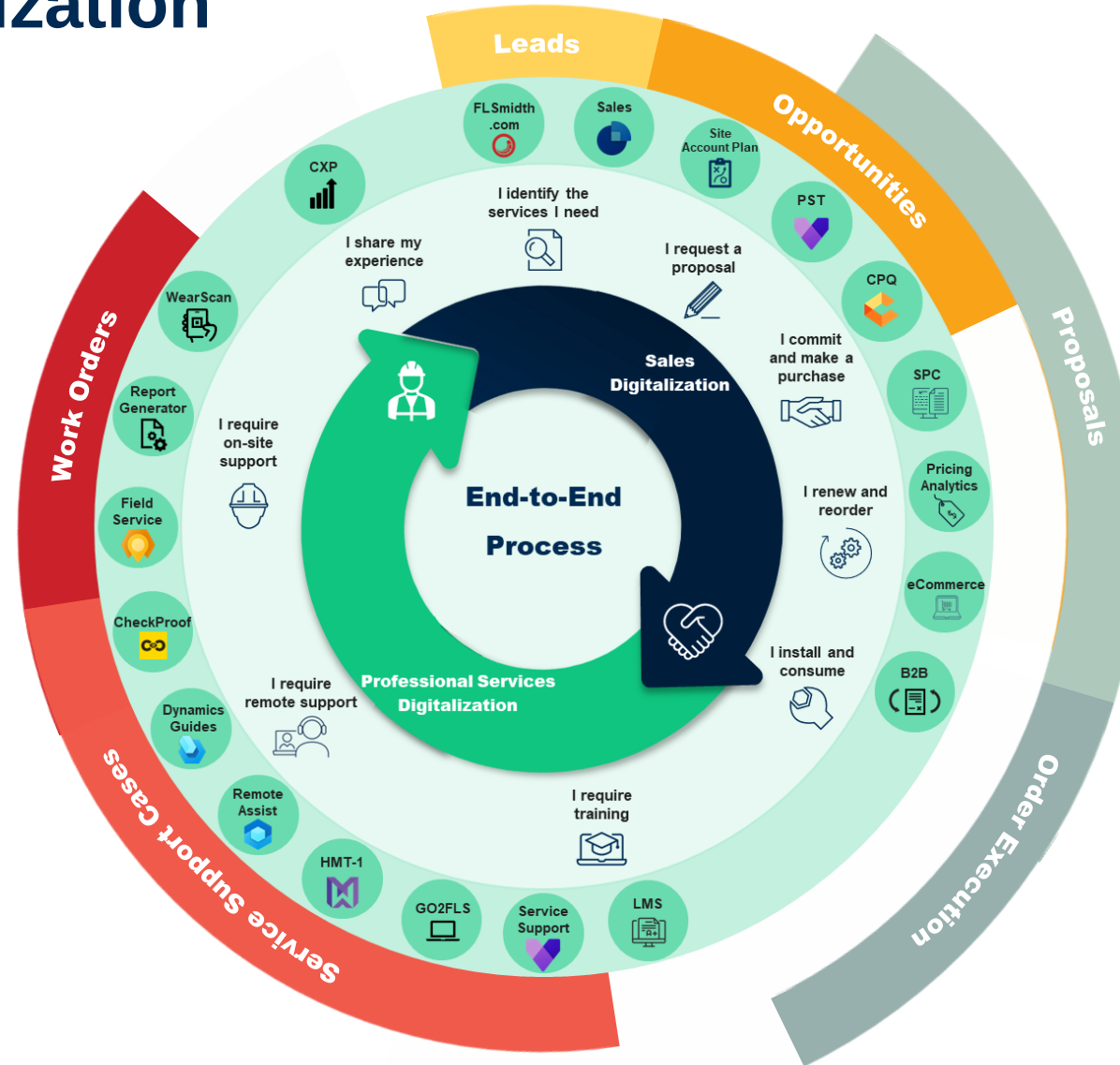


Elevating Sales Through Digital Customer Experience Solutions

Digital Organisation in FLSmidth



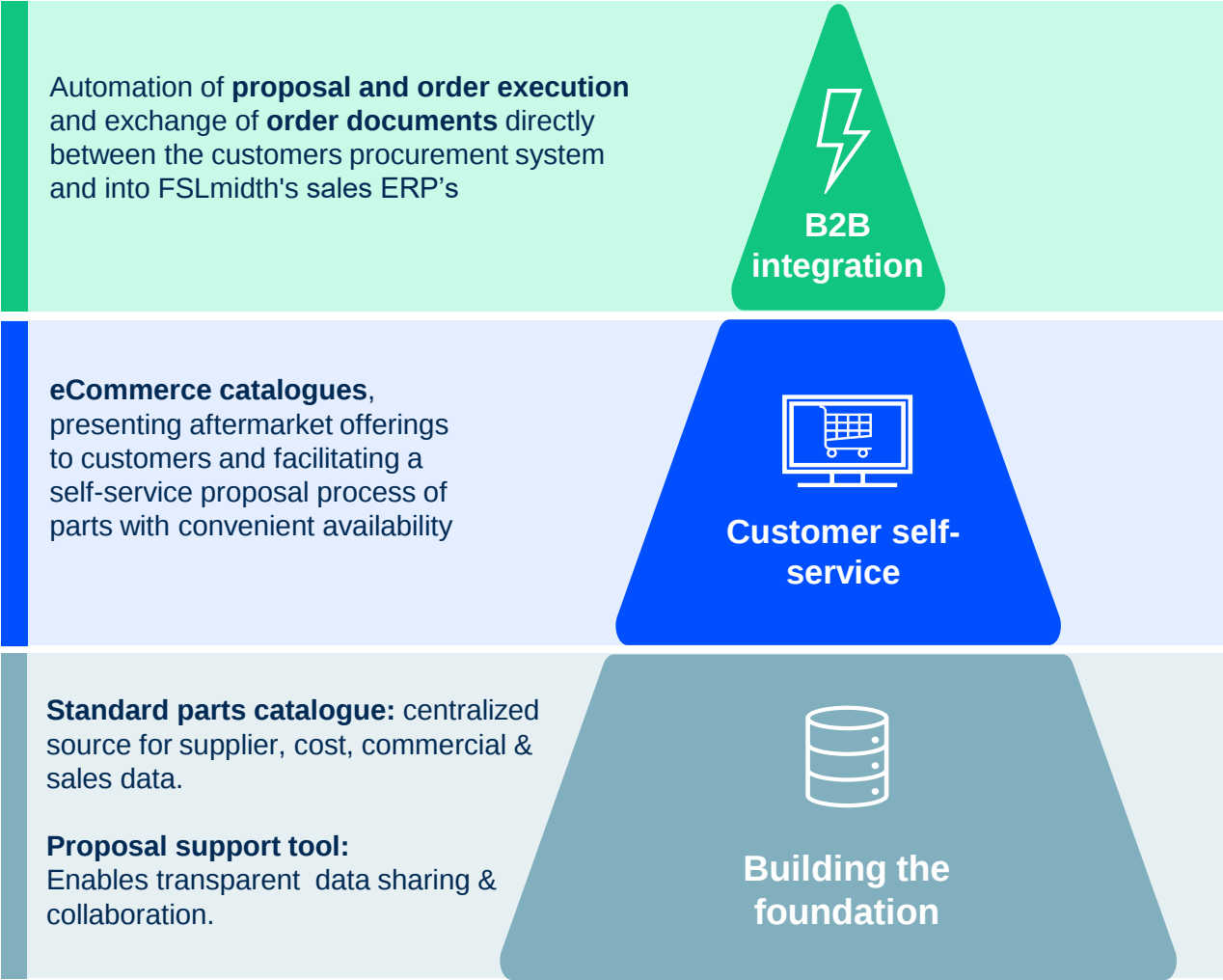
Enhancing Customer Experience Through Sales & Professional Services Digitalization



Evolving digital enablers for aftermarket: Sales Digitalization



Major takeaways



Key benefits



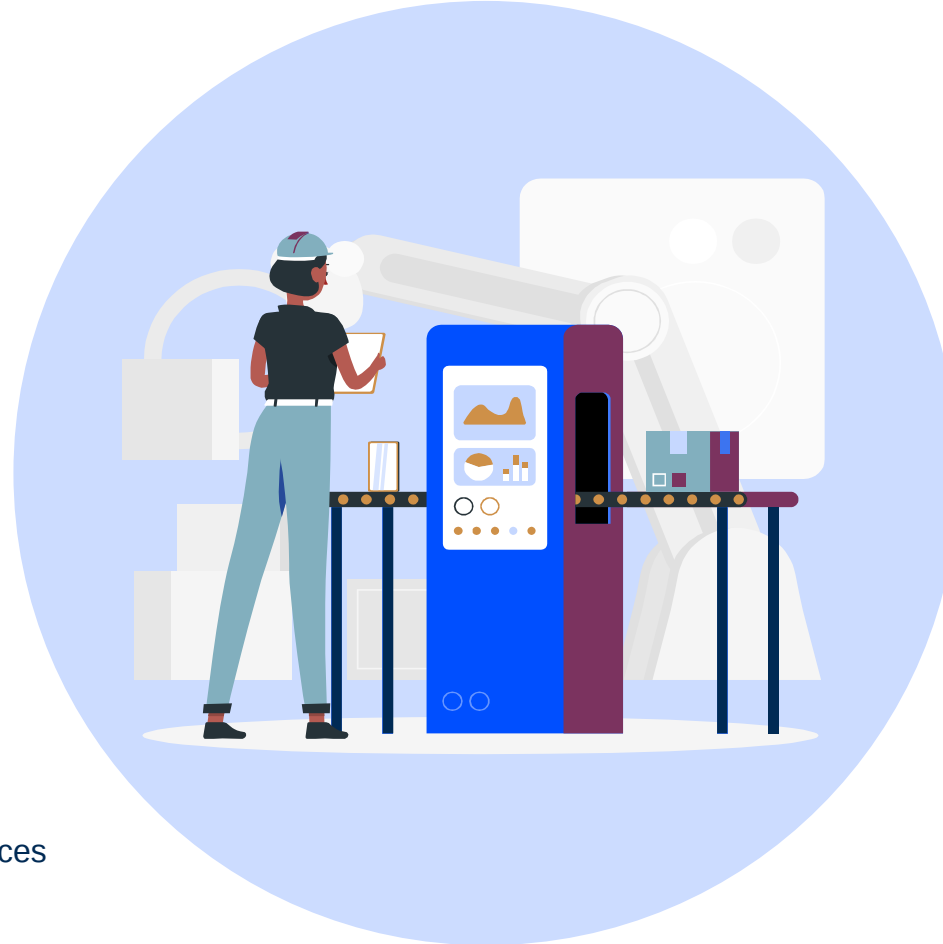
Technical Support Unveiled



1. Remote assistance

Dynamics 365 Remote Assist

-  Comprehensive digital support ecosystem
-  Instant, global connectivity between field engineers and experts
-  Integration with other Dynamics 365 applications



2. Adequate case management

Service Support Tool

-  Service support through improved dashboard
-  Integration with other Dynamics 365 applications

3. Upskilling

e-Learning/ VR/ AR

-  Virtual Mine environments for AR/ VR devices
-  Virtual Meeting environment
-  Expanding course catalogue and reaching new customers

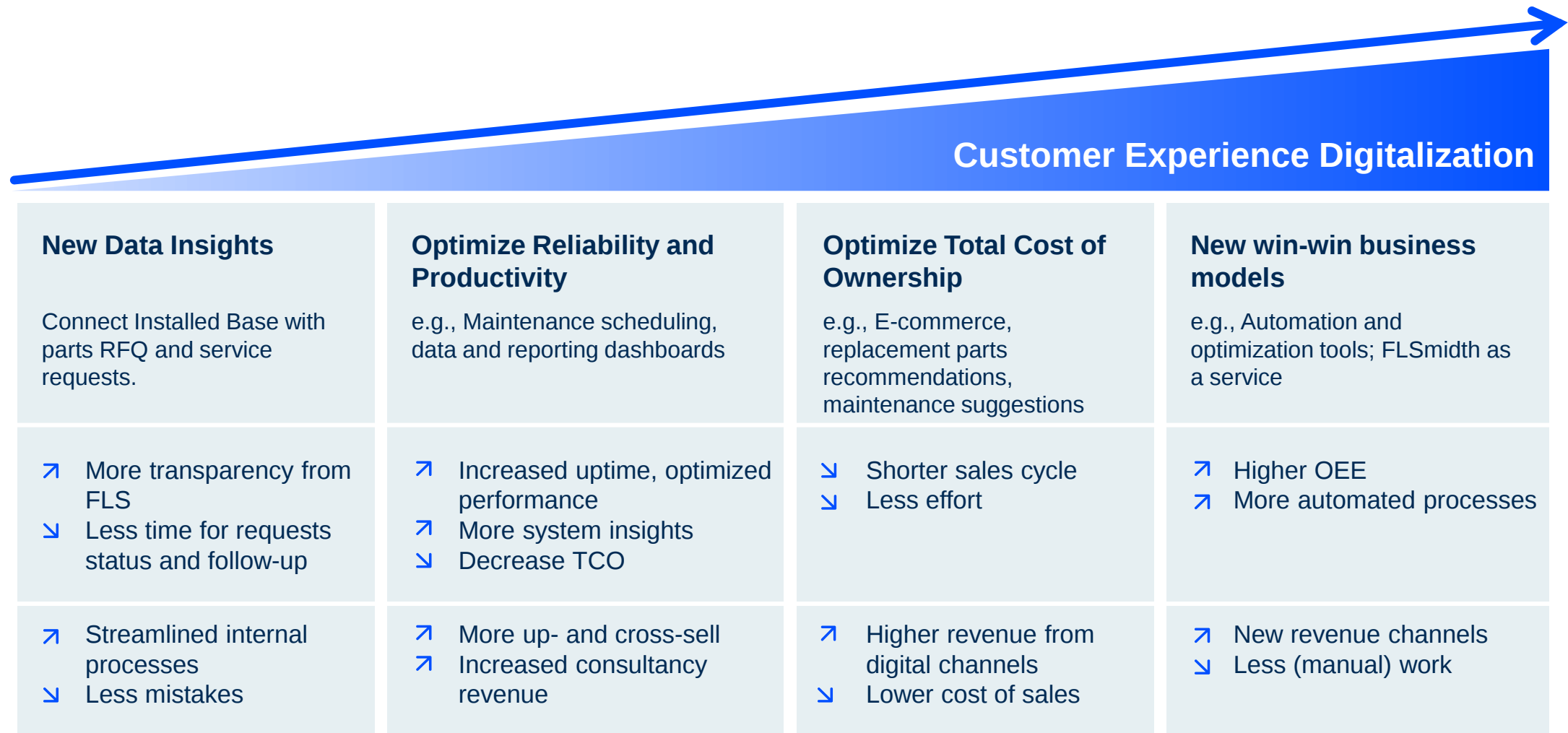
4. Smart resource allocation

Field Service Tool

-  Booking, managing and tracking optimal specialists across the globe
-  From one-off site jobs to long term planning



Value from CX Digitalization: Learnings and Plans



Transforming Aftermarket Sales through Digital Innovation



Digital investment
is crucial for business
growth.



**Integrated value
streams** elevate
customer experience.



Sales digitalization
streamlines process
and collaboration.



Professional services
digitalization boosts
efficiency.



Follow us here



Q&A

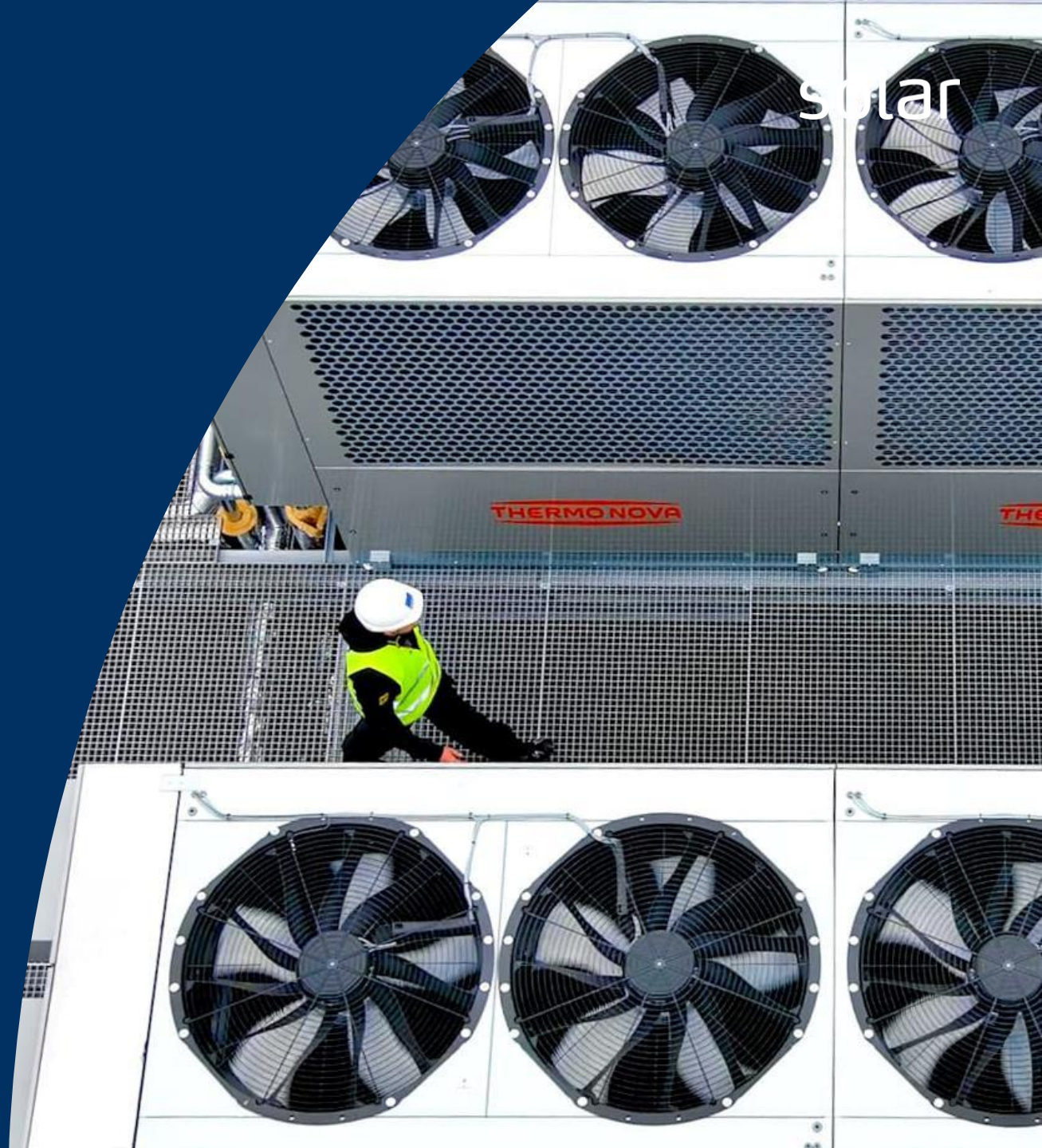
Thank You!

Morten Gleerup

Vice President – Marketing, Communication & E-commerce, Solar

Fra grossist til sourcing & services partner

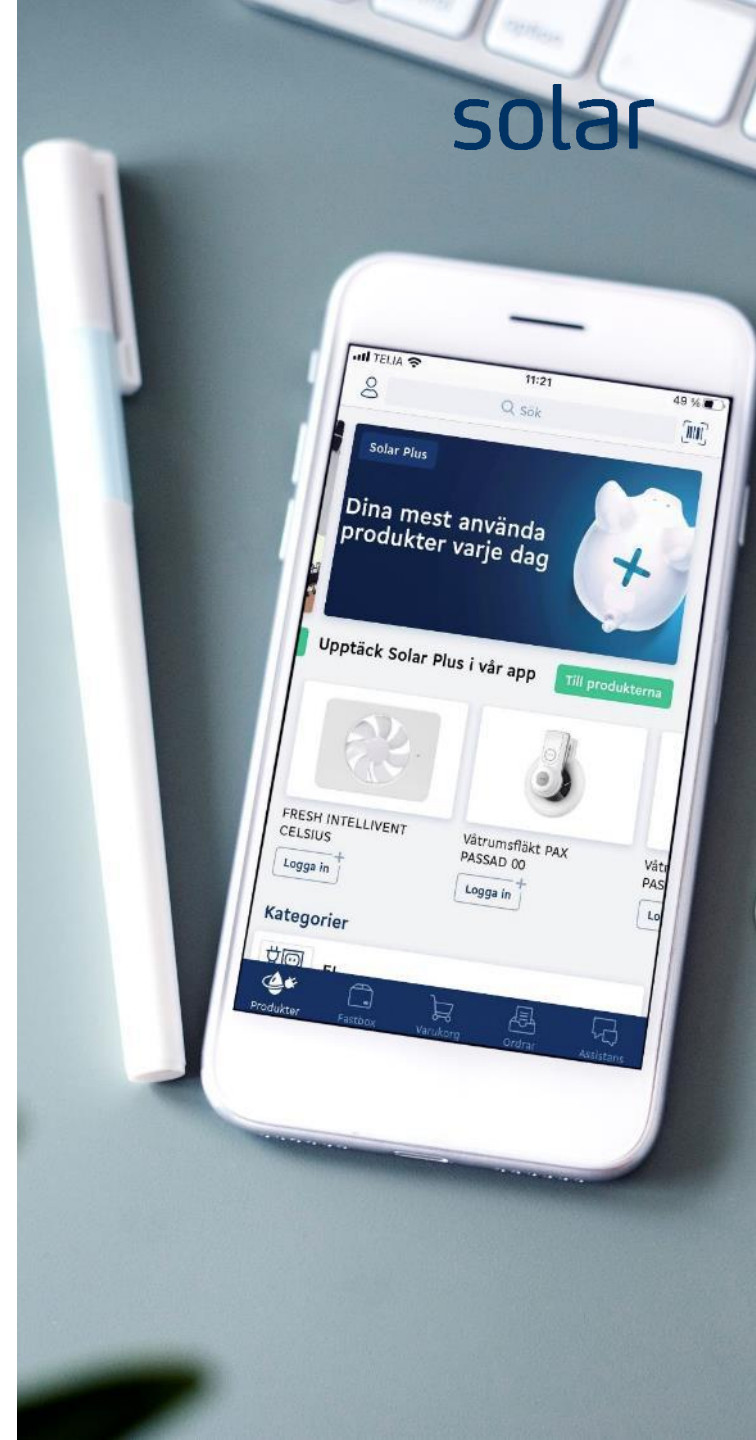
Solar 2023



Hvorfor er Solar overhoved interessant?

3 grunde til at vores "rejse" måske er relevant for jer

- Vi har måtte **gentænke hele vores strategiske grundlag**.
Har I brug for at gøre det samme?
- Vi er skiftet **fra produktsalg til løsningssalg**.
Hvad gør I, når jeres kunders behov ændrer sig?
- Vi har i dag **mere end 1 million digitale touch points hver måned**.
Hvad giver det af muligheder (og udfordringer)?



Solar Group kort fortalt

solar

Mere end 100 års erfaring



1919

Etableret i Danmark



Noteret

På Nasdaq siden 1953



DKK 13.9bn

I omsætning og EBITDA på
DKK 1,175m i 2022



Markeder

Vi opererer i 5 lande i
Nordeuropa



>60%

E-business andel



Segmenter

Vores kundegrupper er
primært indenfor Industri,
Installation og Trade



200,000

Artikler klar til levering



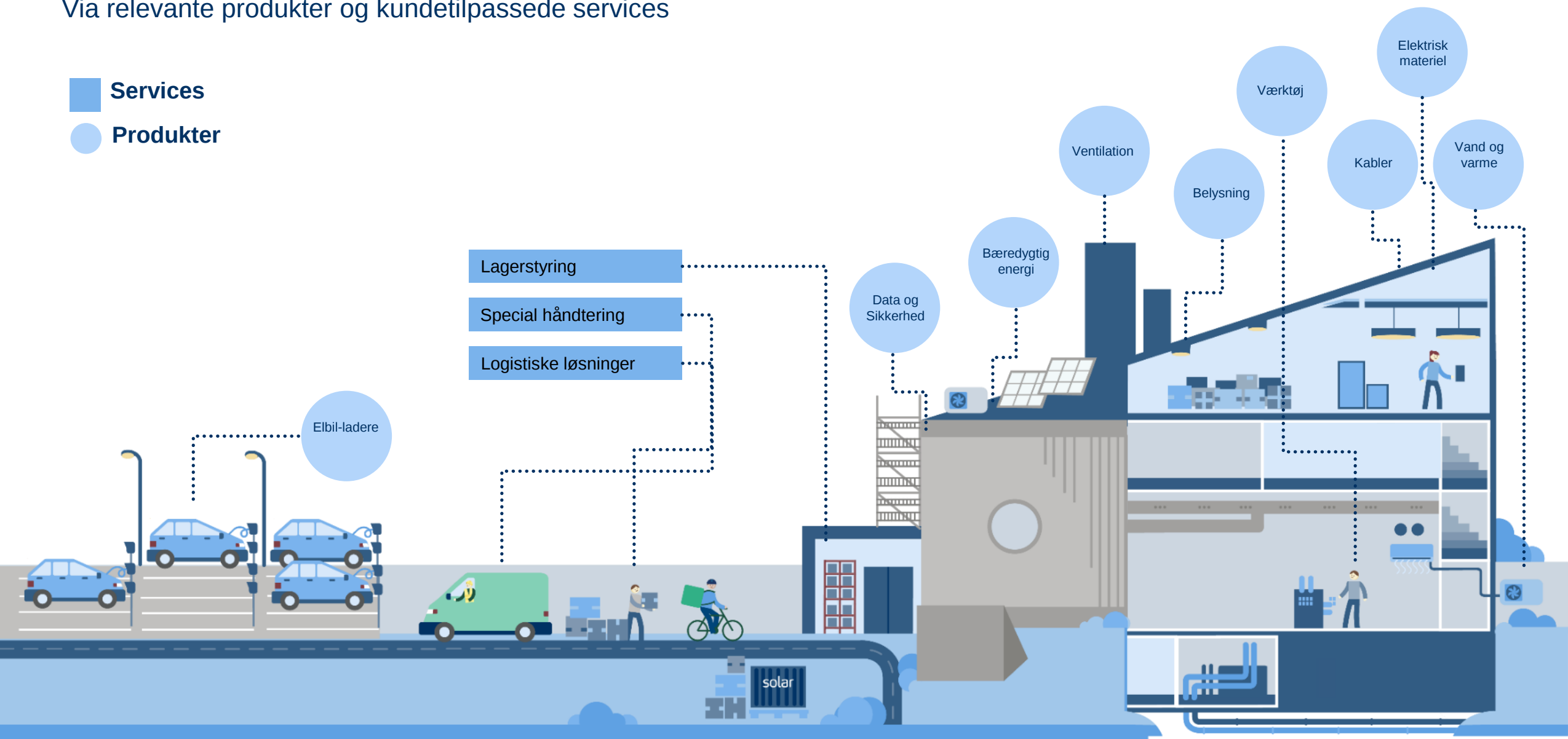
3,000

Medarbejdere

Hvordan skaber vi værdi?

Via relevante produkter og kundetilpassede services

solar



**Sourcing & services
partner**

2015 – 2018

**Fra grossist til sourcing
& services partner.**

.....

Transformation af vores
forretning.

core

2018 – 2020

Styrkelse af kernen.

.....

Som en sourcing og
services partner.

core⁺

2021 – 2023

**Tilføjelse af løsninger
og værdi til kernen.**

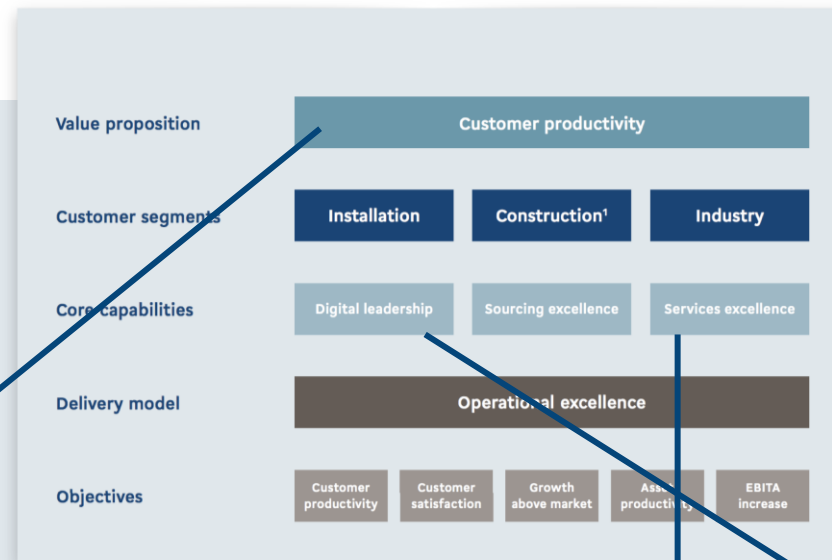
.....

Som en *ledende* sourcing
and services partner.

?

2024 – 2026

”Lidt forenklet kan man sige at vi gik fra at sælge på vegne af vores leverandører til at købe på vegne af vores kunder.”



Kundeproduktivitet

- Investering i automatisering af lager & leveringsmetoder
- Optimering af vores forretning til webshop og mobil

Service excellence

- Bredt varekatalog og individualiseret prissætning
- Levering indenfor én time
- Høj tilgængelighed

Digitalt lederskab

- Introduktion af ny digital infrastruktur for at skabe cross-channel konsistens
- Fokus på brugervenlighed i en kompleks forretning
- Mobil satsning

Eksempel på services

solar

Én times levering i alle større byer via Fastbox

Strategisk skifte:

- Nedlukning af fysiske butikker
- Investeringer i automatiserede varehuse og logistiske processer
- Fokus på og udvikling af digitale kanaler
- Høj grad af tilgængelighed

Introduktion af Fastbox:

- Effektivt og grønt
- Gør livet nemmere for vores kunder
- Øget produktivitet
- Sparer tid og transportomkostninger

Bestilling af Fastbox reducerer CO2 udslippet med 20% i forhold til afhentning i butik. Dertil kommer muligheden for levering med cykel eller elbil.

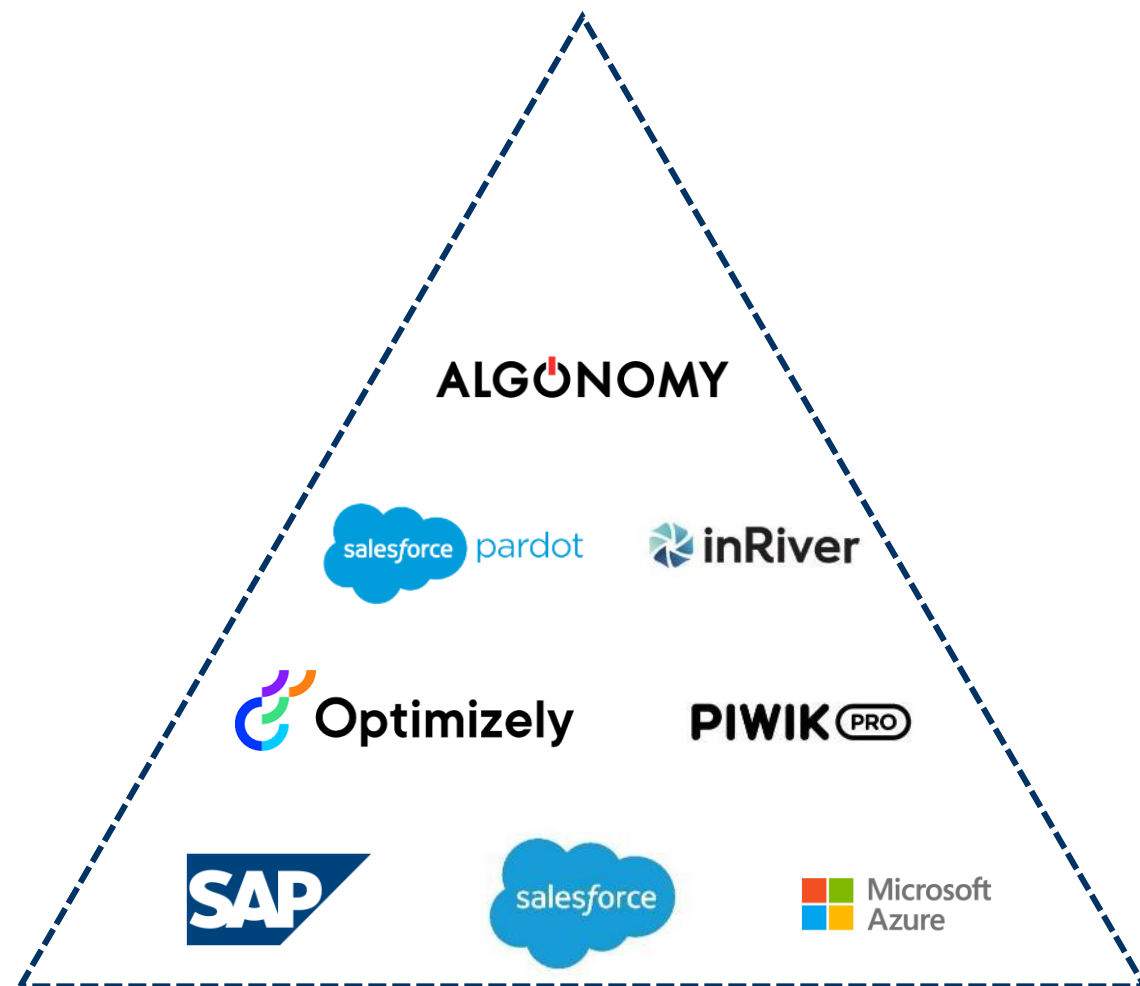


Opbygning af digitale platforme og kompetencer

solar

Moderniseret digital infrastruktur

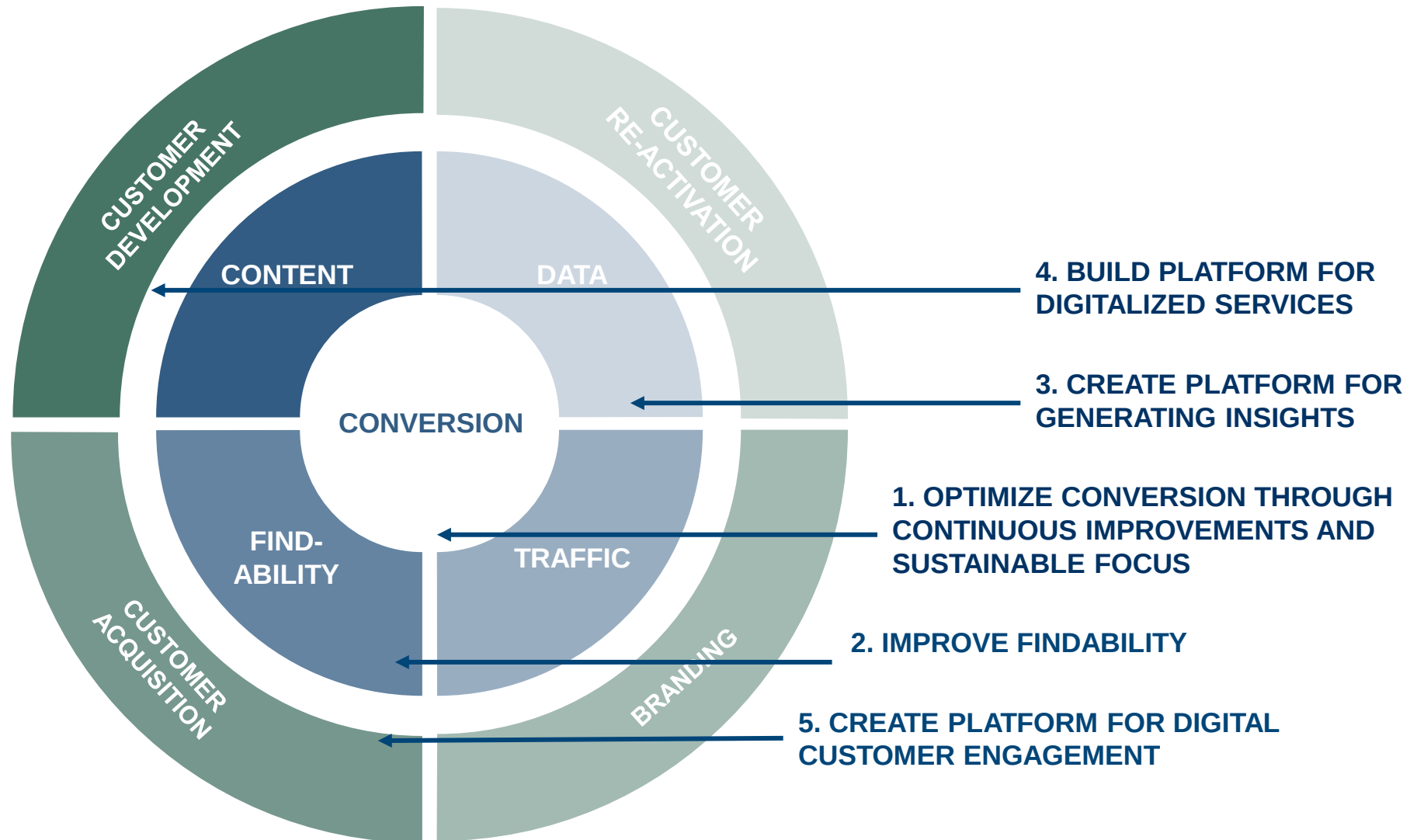
- Implementering af enterprise arkitektur på tværs af kanaler
- Single Customer View for ensartet brugeroplevelse på tværs af kanaler
- Investering i den gode brugeroplevelser i frontenden
- Personaliserede brugeroplevelser bl.a. m. produktanbefalinger + prissætning
- Håndtering af kæmpe varelager
- Bygget til at kunne skalere internationalt



Customer Experience Programme

solar

Vores "konverteringshjul"



Kommercielle koncepter

solar

Tilpasset et specifikt kundebehov

solar plus
solar tools
solar netto
solar cable
solar project
solar light
solar zero



Hvor står vi i dag?

solar

Vores tilgang har givet vækst

25% stigning

i trafik på webshop
fra 2022 til 2023

19% stigning

i gennemsnitlig ordrestørrelse
fra 2022 til 2023

Index 110

På omsætning
fra 2022 til 2023

28% stigning

i trafik i app'en
fra 2022 til 2023

16% stigning

i salg af strategiske produkter
fra 2022 til 2023

Index 123

På EBITDA
fra 2022 til 2023

Det næste skridt

Digitalisering af vores services

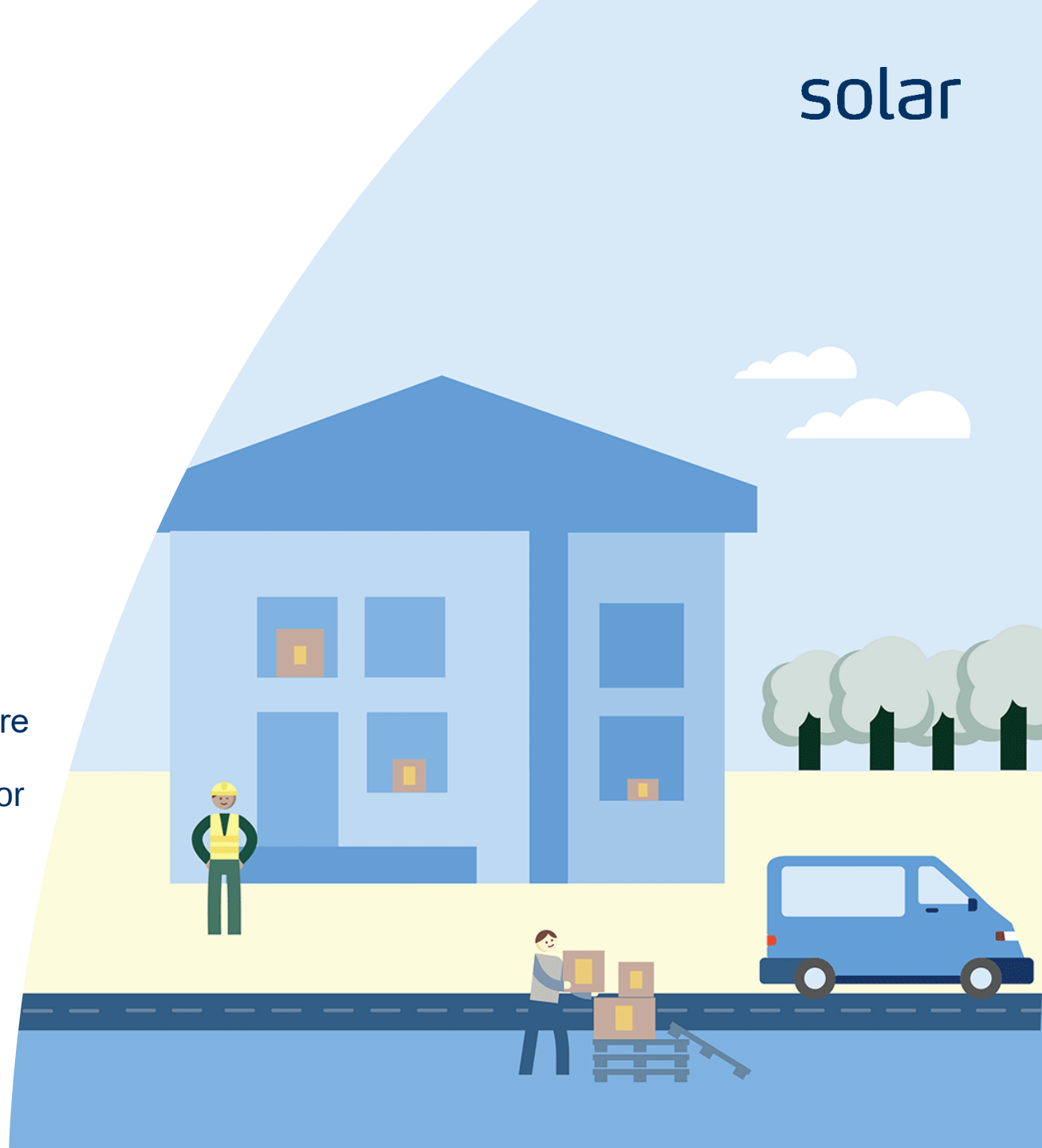
Baggrund:

- Solar's forretning er produksalg, men Solar's Services skaber kundeloyalitet
- De fleste services er bestilles analogt

Introduktion af SmartKit:

- SmartKit er den første af mange services, vi digitaliserer
- Er en kendt service på alle vores markeder, men analog = ikke skalerbar
- Understøtter Solar's mission om at gøre vores kunder mere produktive
- SmartKit bliver en del af et modulært servicelandskab, hvor enkelte services kan anvendes alene eller kombineres til kundespecifikke løsninger

solar



Hvad har vi så lært?

Læring #1

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Hvis du vil gøre det, så gør det

- Når du har taget den strategiske beslutning, så gå helhjertet efter det
- Undgå HAPS'ere (Half-Ass ProjectS)
- Skab en omstillingsparat organisation
- Tænk over jeres organisering (og fordele og ulemper ved denne)

”Forandringerne kommer via mennesker”



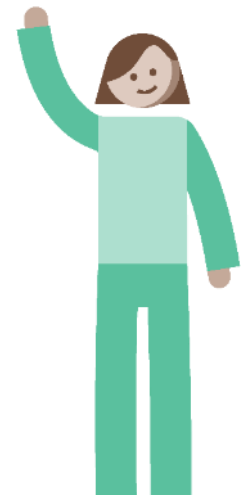
Læring #2

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Så unik er du heller ikke

- Du kan sagtens skabe noget unik af "standardkomponenter"
- Find ud af, hvor du er unik
- Byg på standarder (og var dig for "legacy" systemer)
- Giv mulighed for skalering

"Forstå hvordan du skaber reel værdi for dine kunder"



Learning #3

solar

Fremtiden er (indtil videre) både on og offline

- Vores "salg" er oftest analog
- Kundernes "køb" er oftest digitale
- Vi bruger data til at personalisere den digitale købsoplevelse, men er stadig meget afhængig af den personlige dialog
- Det digitale elementer fylder mere og mere

"Hvor skabes relationen imellem dig og dine kunder"



solar

Lasse Quorning

Principal, Immeo

Is your digital transformation focused on customer lifetime value?

19th of September 2023

1

Introduction

2

Customer Lifetime Value

3

Data Challenge: Digital Product Passport

4

The need for a data-centric framework



About Immeo



+140
full-time
employees

Immeo is a **business-oriented** IT consultancy firm with a strategic focus on advising and implementing **digital business solutions**.

We provide **end-to-end IT services** ranging from **digital consultancy** and concept development to designing **innovative solutions** and modernizing platforms. We take responsibility for the operation of digital platforms, core systems, and cloud services.

— Lasse Quorning, Principal

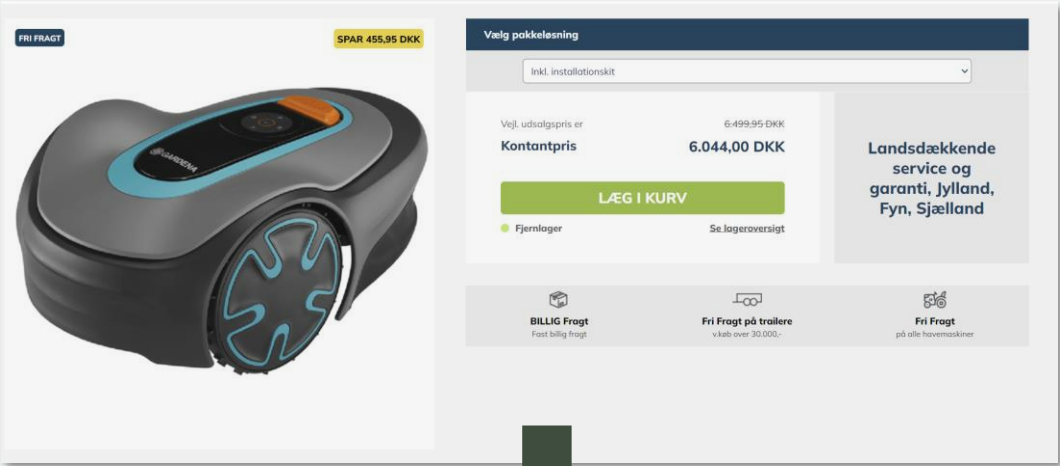
Strong references across B2B and manufacturing industries



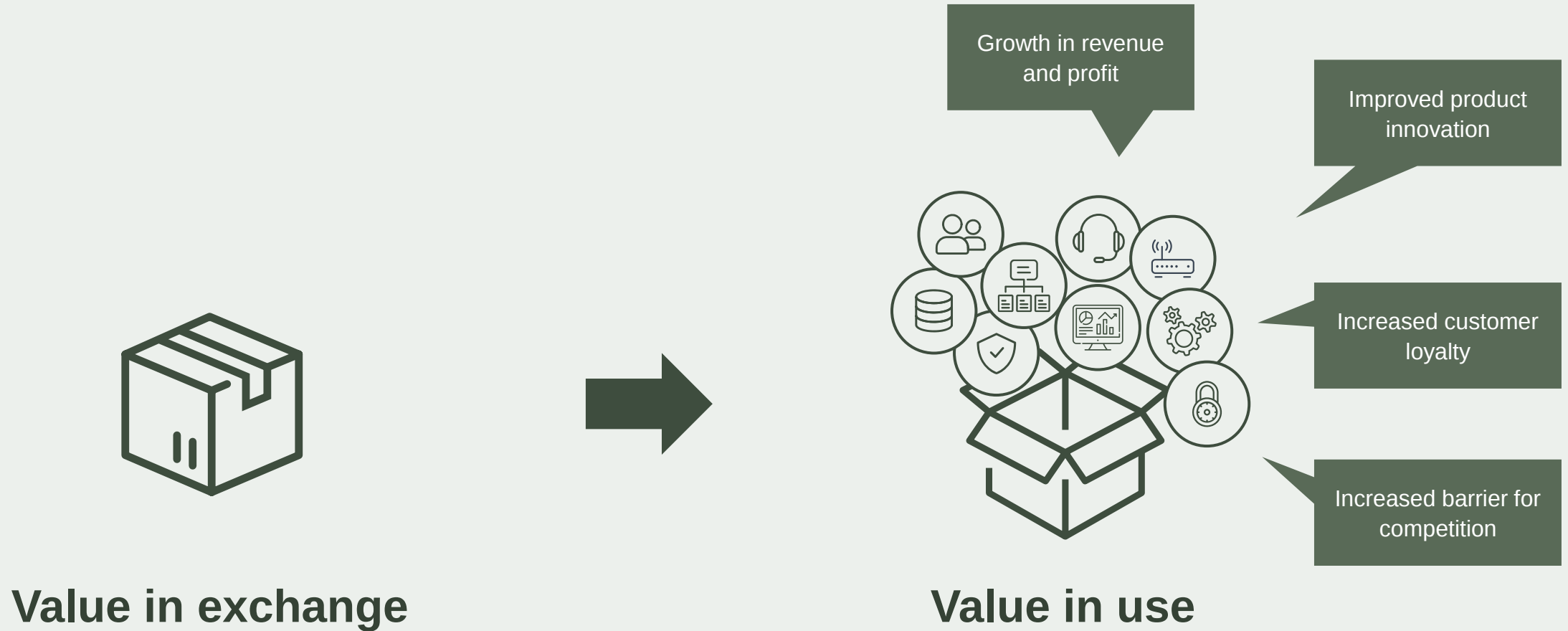
“ Any bad customer experience usually stems from a data challenge.



Going beyond the buying experience

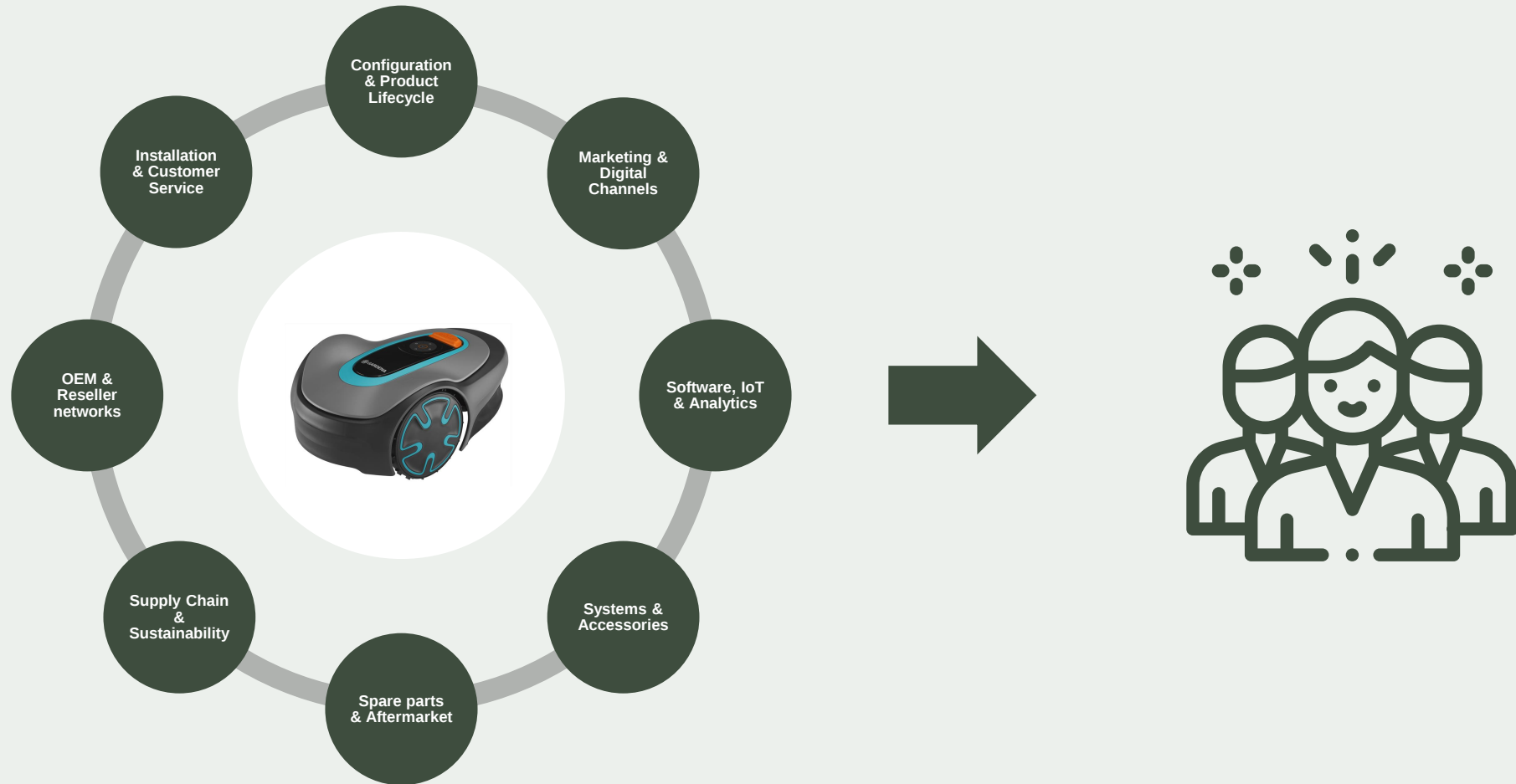


The potential is in the value in use



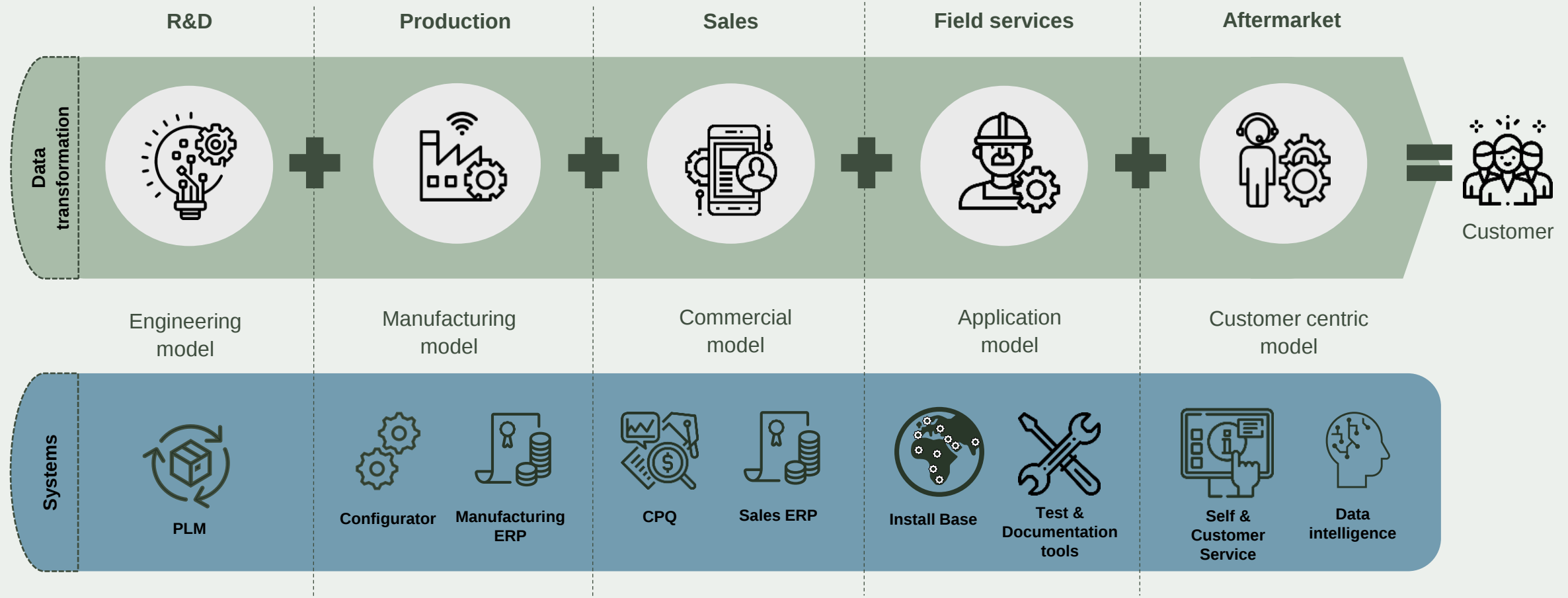
Customer Lifetime Value

The product is more than just a product...



The digital challenge: Data is siloed and complex

The need for smart & integrated data models

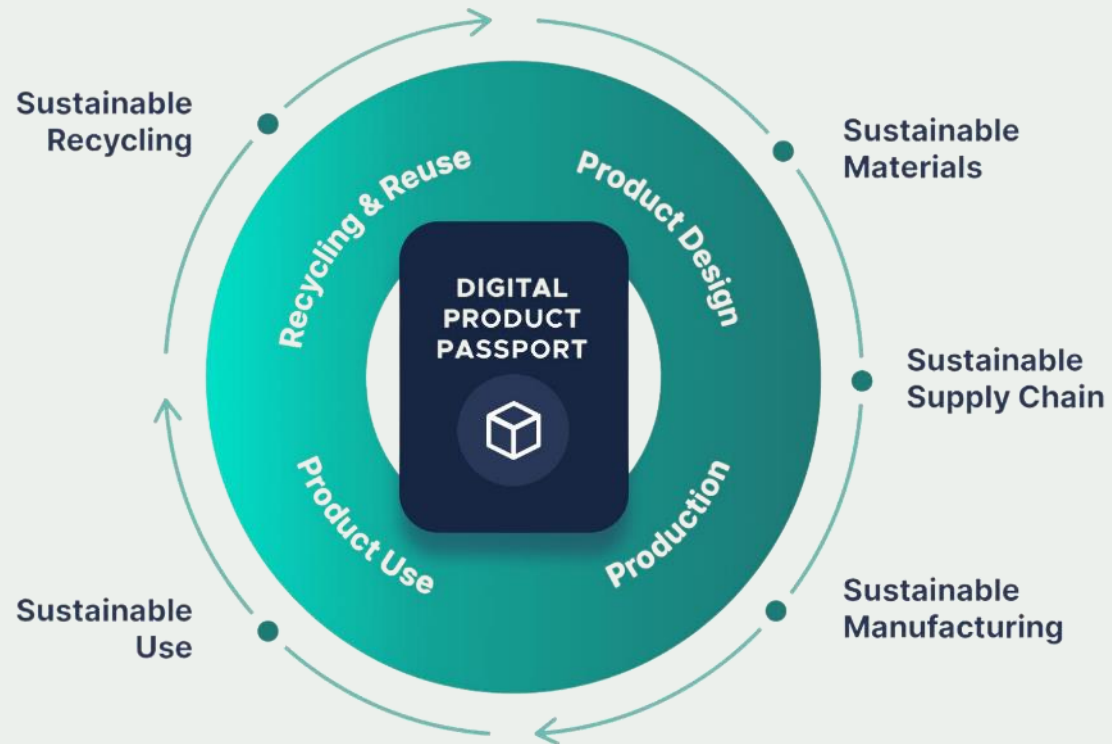


The rising data challenge

Customer + Product Lifecycle Value

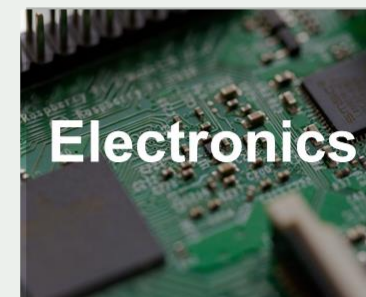
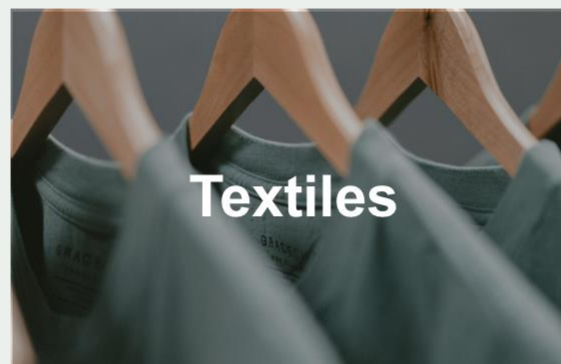
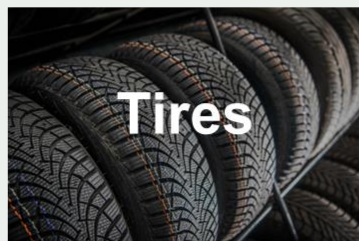
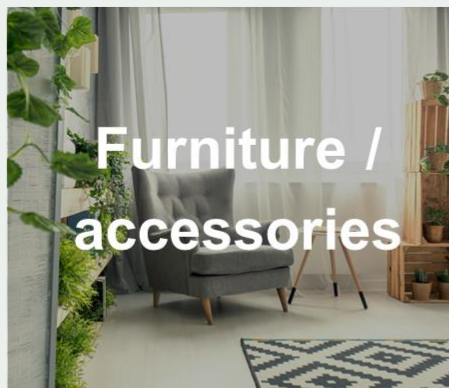


Digital Product Passport



Digital Product Passport

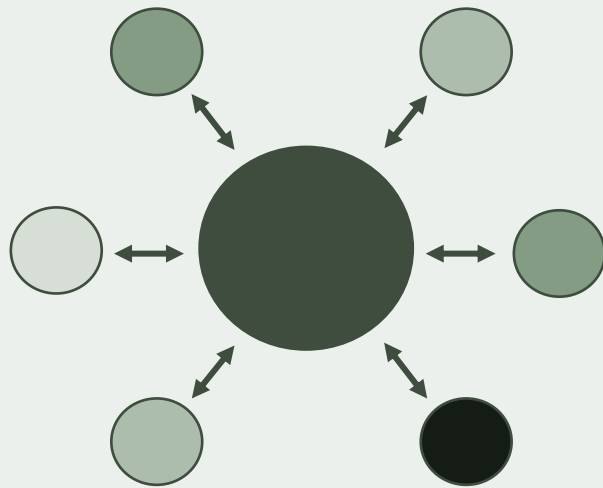
Products with high environmental impact is expected to have imminent focus



Digital Product Passport Concept

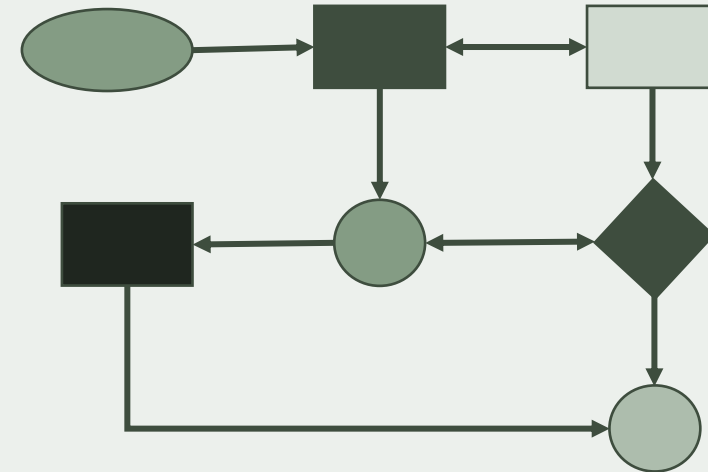
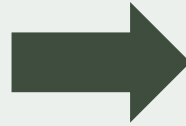


From data in systems to data in process



System

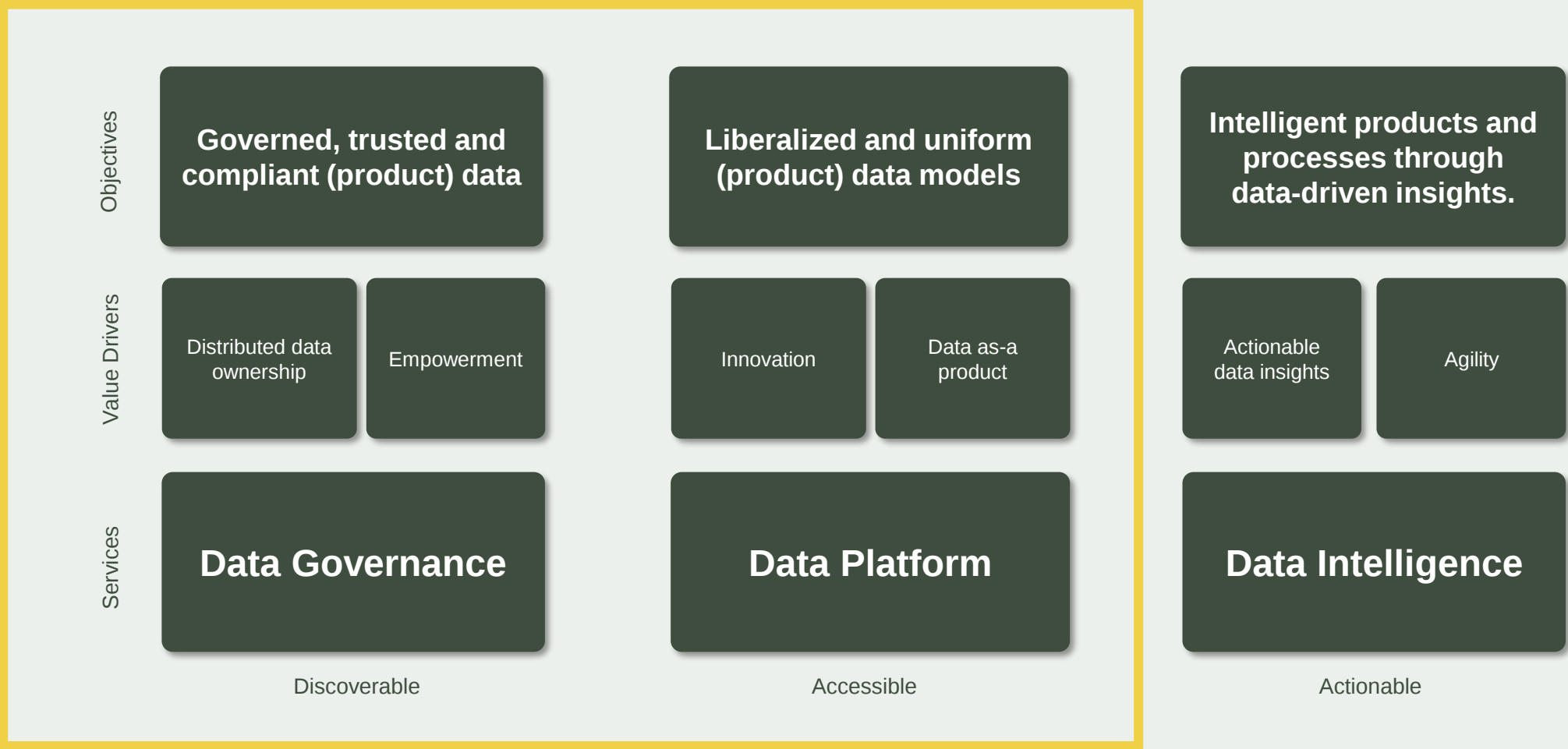
Solution to a problem



Process

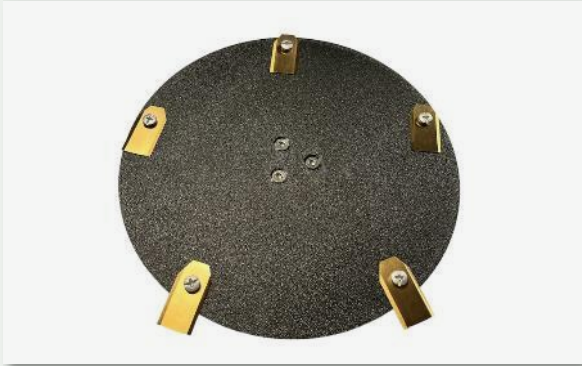
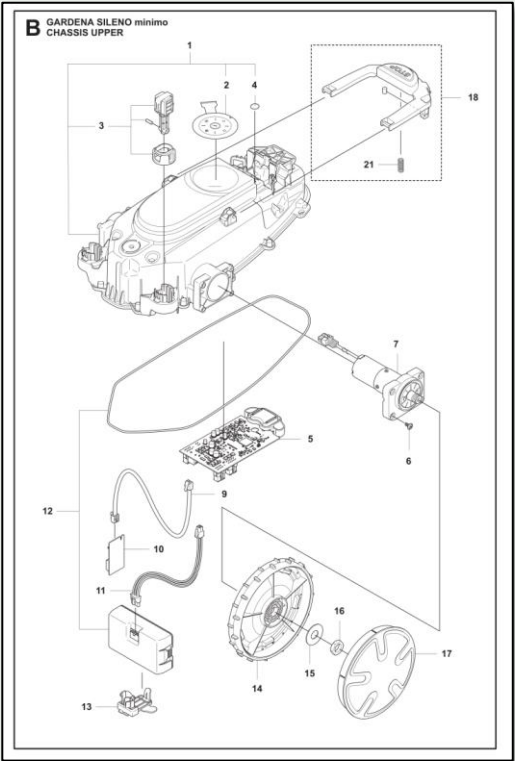
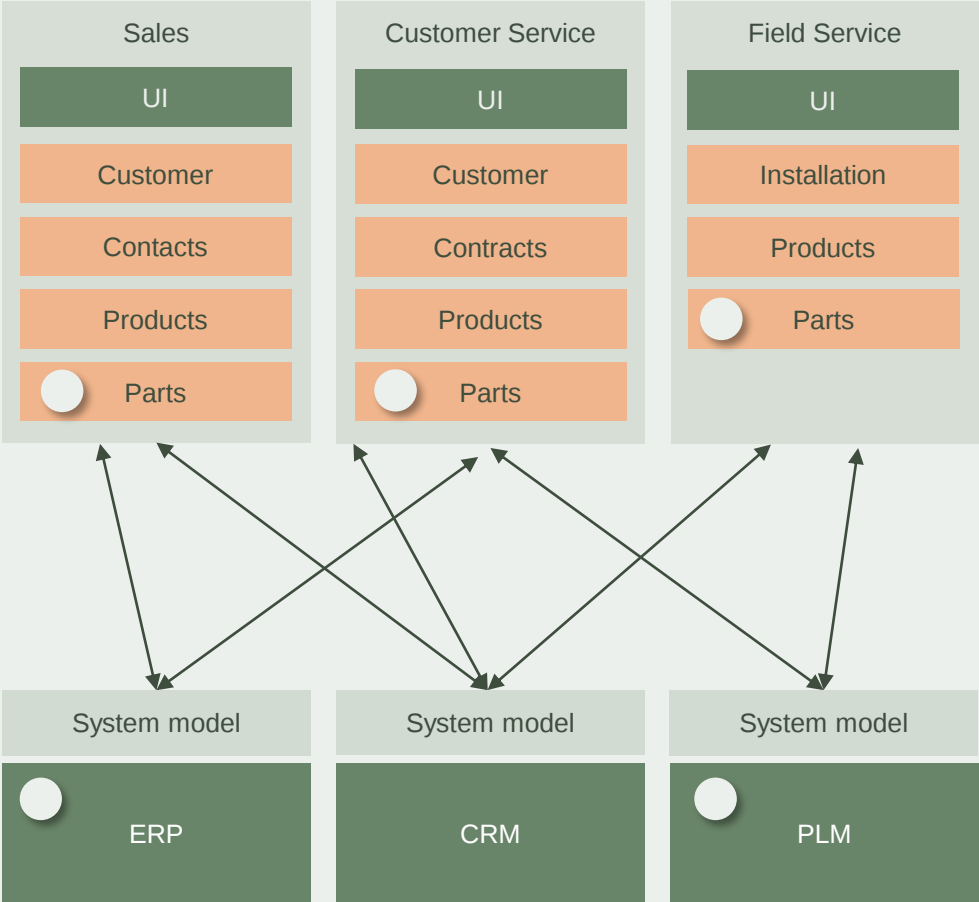
Capabilities to improve the business model

Data Transformation Framework



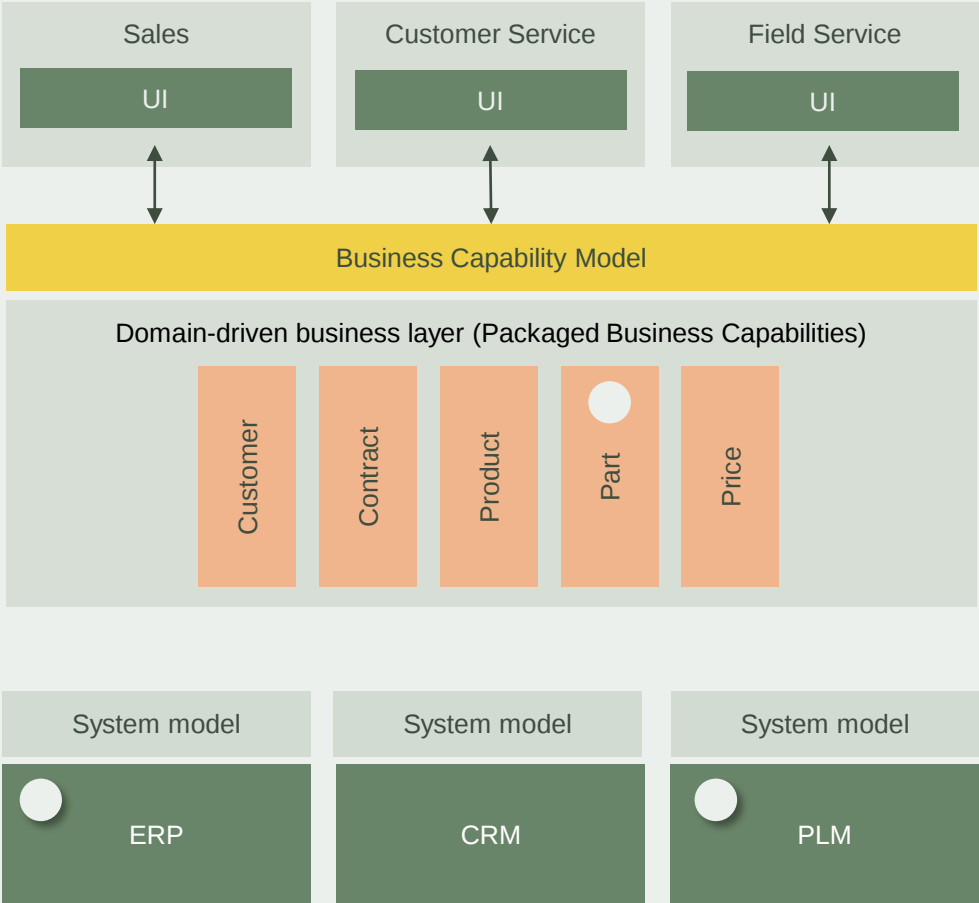
Data Transformation Framework

Duplicated data and business logic across multiple systems



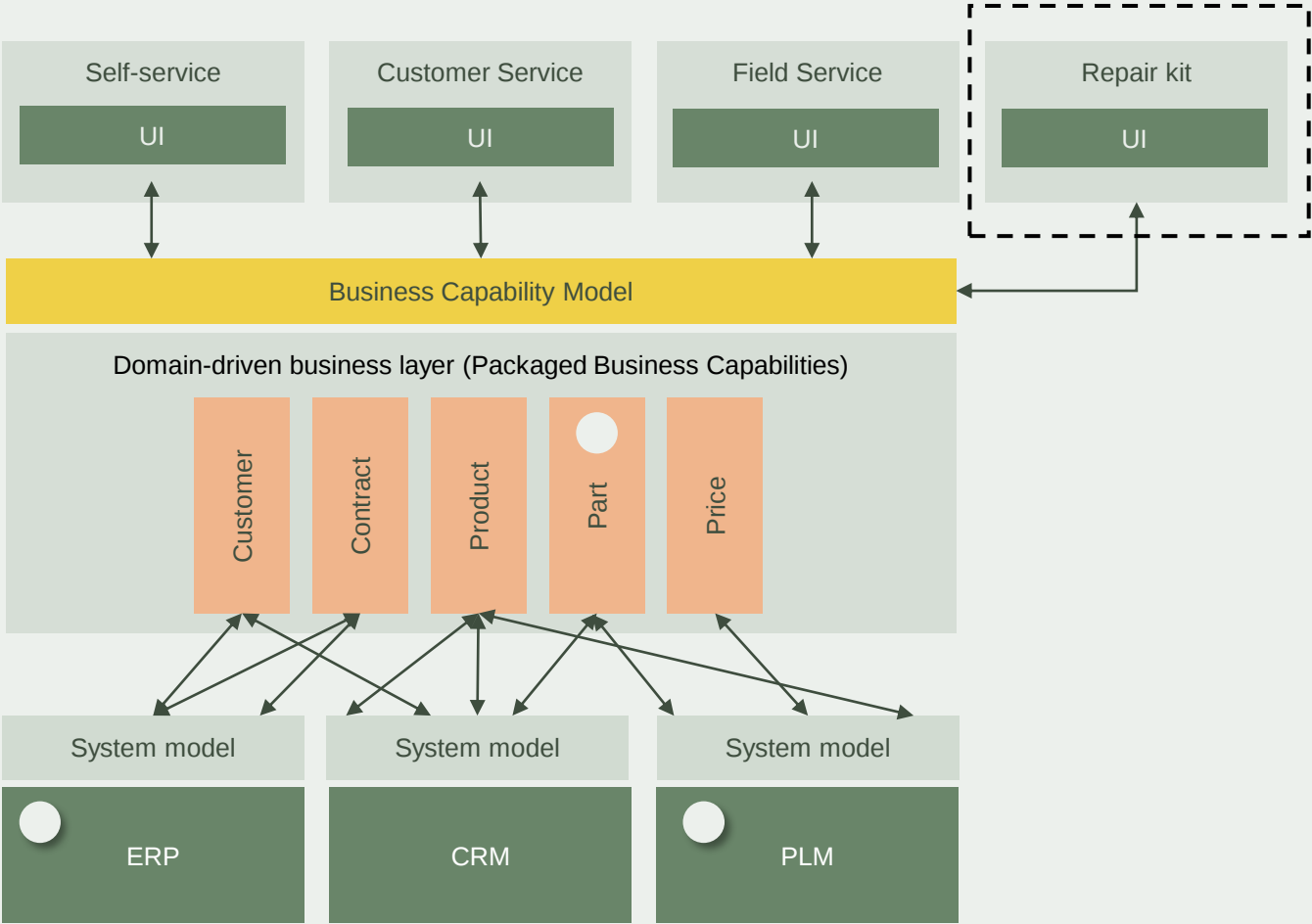
Data Transformation Framework

Change from system-centric to customer-centric



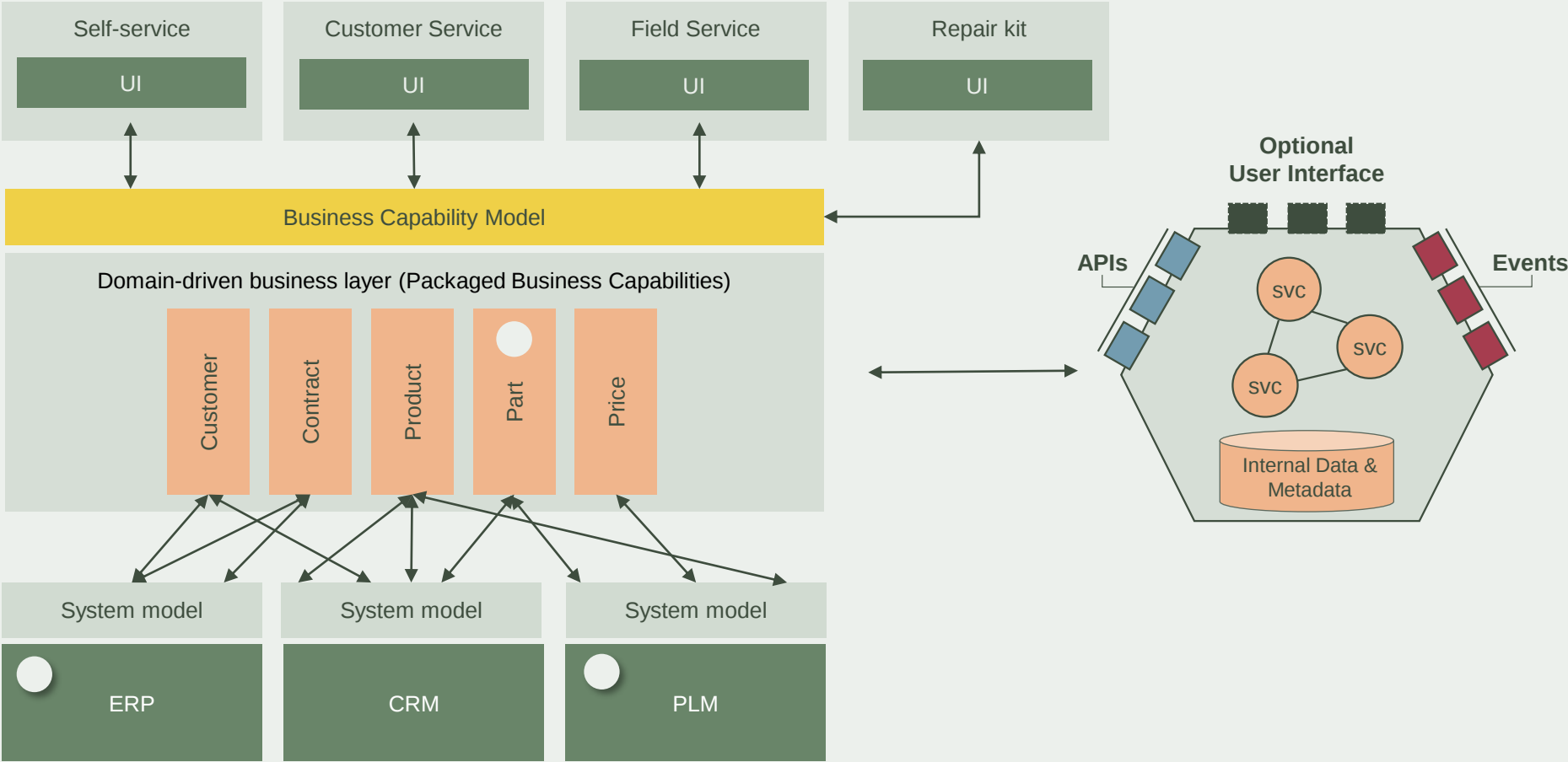
Data Transformation Framework

Customer-centric services



Data Transformation Framework

...where data and processes are made available through APIs and events



Key Takeaways

Is your digital transformation focused on Customer Lifetime Value?

- The value is **in the product use**, not in only its exchange.
- Customer centricity is challenged by **siloed data models** and **system dependency**.
- **Digital Product Passport is coming!!** – The perfect opportunity to focus on data-driven and customer-centric product lifecycles.
- The journey towards Customer Lifetime Value requires a **process-oriented** approach to **data management**.
- There is need to adopt a **framework and architecture for data in business capabilities** and not in systems.



“ Thank you!



Lasse Quorning

Principal

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LinkedIn



Hans Troiza

Head of On-Line Sales

Alfa Laval



Building an ecosystem for industrial sales and aftermarket



– Skab vækst i det digitale aftermarket som B2B- og industrivirksomhed

Hans Troiza



Why is service important for Alfa Laval?



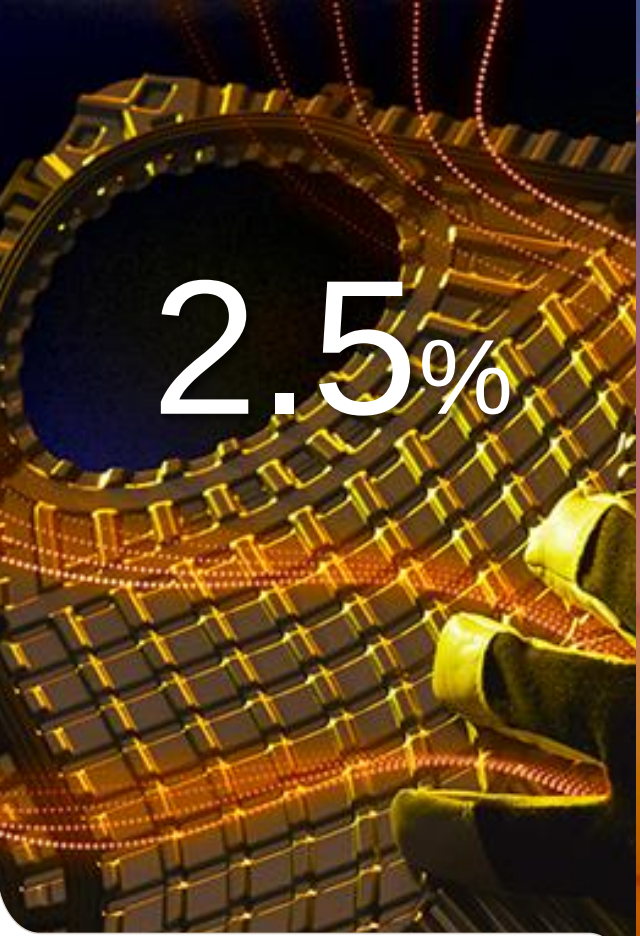
Service accelerating
sustainable performance



40%

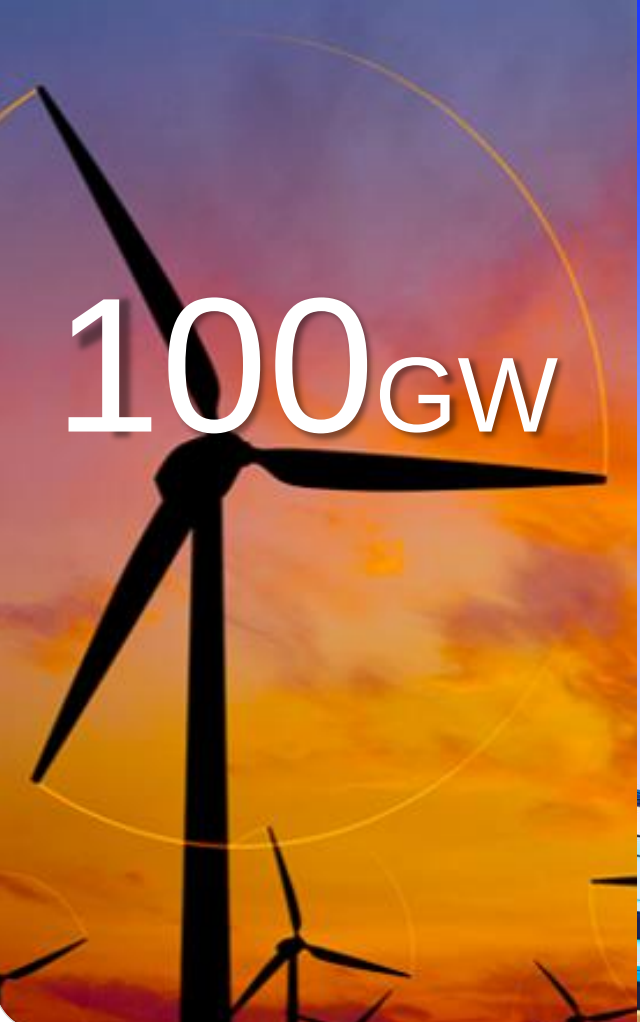
by 2040

Energy efficiency accounts for **40%** of the carbon to Paris agreement, and plays an even more important role short term. There is significant untapped potential in almost every industry and application



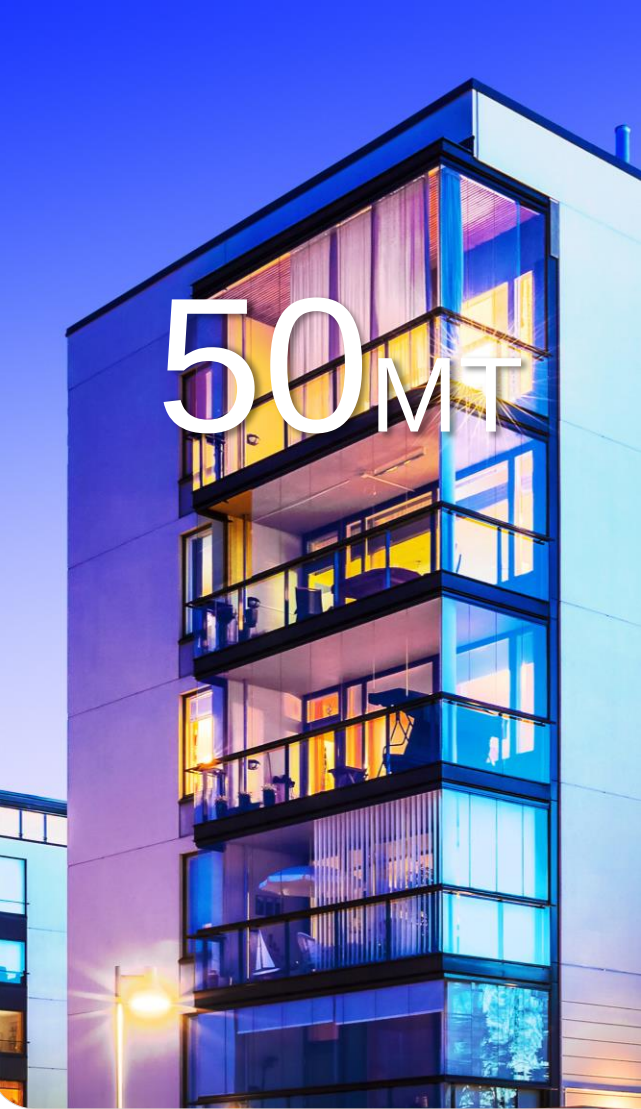
2.5%

Up to 2.5% of the world's CO₂ emissions could be prevented if heat exchangers in industrial processes were cleaned and maintained properly – which could be addressed here and now by serving our heat exchangers.



100 GW

Every year we support our customers through the millions heat exchanger we install and service to save **100 GW** of energy capacity



50 MT

That means we also prevent **50 million tonnes** of CO₂ emissions every year, comparable to the entire country of **Sweden** annually.





Mød os på disse events

Digital Tech Summit

8.-9. november

**How Digital Product
Passport will shape
your future**

Early 2024