



Foto: Lars Pehrson/Scanpix

IN 2015, WE SAW A NEED FOR DRASTIC CHANGE WITHIN CONSUMER SALES

Society is transforming

Empowered customers

New disruptive competitors

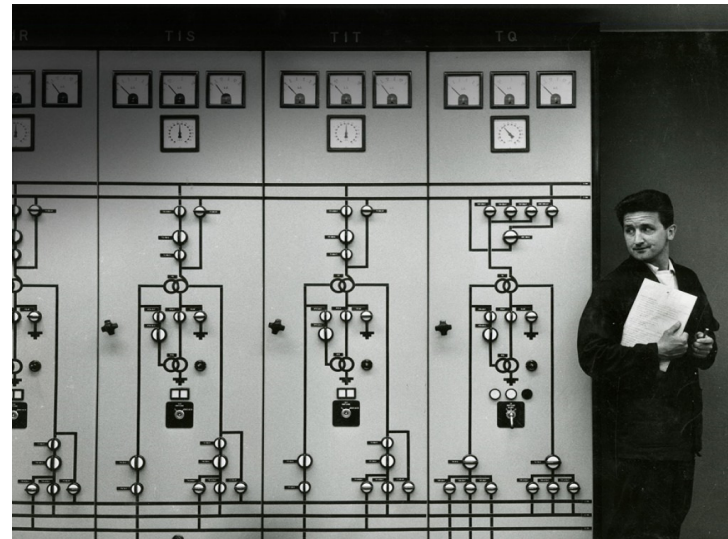
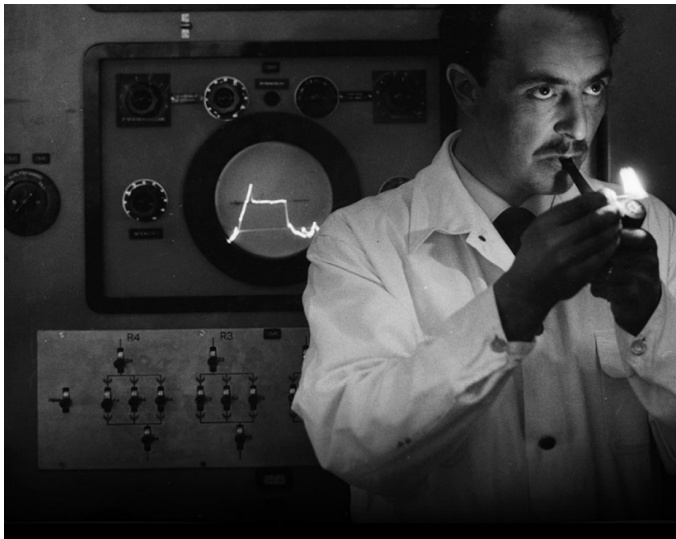
**Customer
experience
Speed &
flexibility**

Ability to change quicker

Customers as our compass

Increase competitiveness

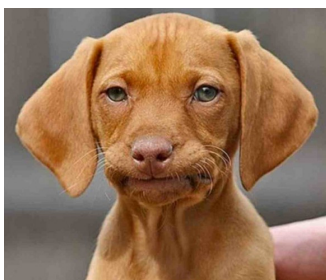
ONCE UPON A TIME...



KUNDERNA FÖRVÄNTAR SIG MER



Drivkraft #1 bakom kundnöjdhet:
**"Enkel att vara kund hos" och Bryr
sig om sina kunder"** (SKI 2018)

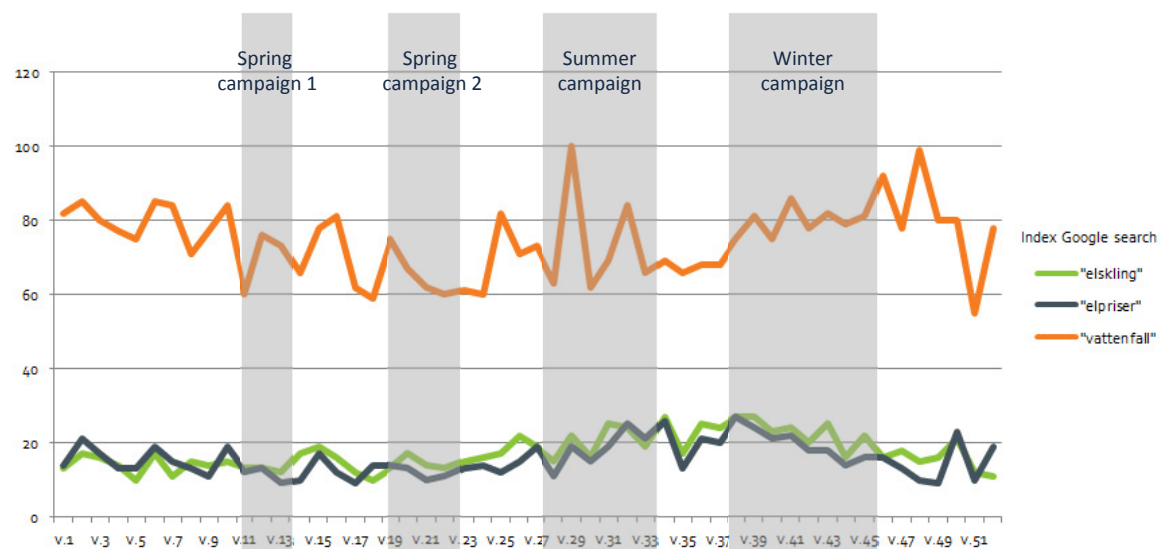


...men våra lojala kunder känner
sig **inte uppskattade** eller att vi
bryr oss om dem. (VF NPS 2017)

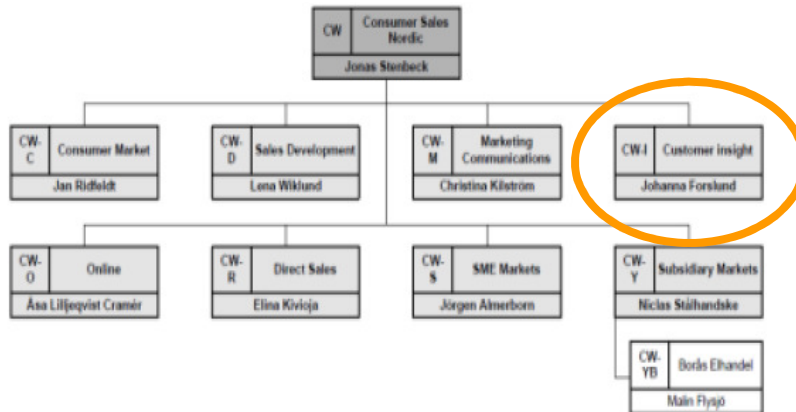


Bara 50 % får **relevant
information med rätt tajming**
(Wiraya communication report 2017)

NÅGON KNACKAR PÅ!



VÅRT GAMLA SÄTT ATT JOBBA



Customer Insight (CI) support request

Request issued by (name & department):

Topic:

Scope (check all that apply): Sweden Finland Consumer SME

What information would you like CI to provide?

Clarification on existing information

Additional data

Target and control group selection

Customer survey questionnaire

Report with insights, conclusions and recommendations

Other (please specify):

How will you use the information provided by CI?

Will this information directly impact a decision that you are making? If yes, how?

What would be the downside if you did not receive this information from CI?

What is the frequency with which you would like this information from CI?

One time, on date:

A set number of times, on dates:

Recurring, every (frequency):

Email this form TO: [f.ci.support](#)

IT – THE MYSTERY BOX



**Vi behöver
förändras.**

**Och det
är bråttom.**

LEDSTJÄRNOR FÖR TRANSFORMATIONEN

Always start with
the customer



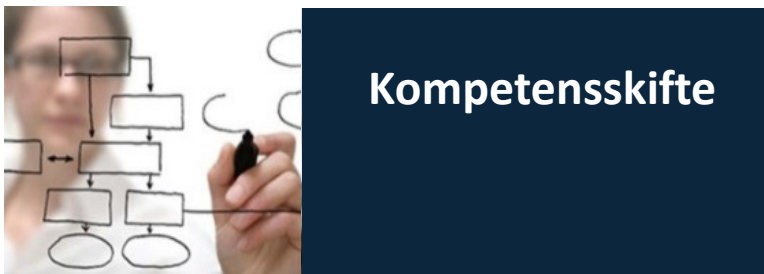
Speed &
Flexibility

ANDERS!!

EN SAMMANFATTNING

Old way of working:	New way of working
Slow go to market	Scrum and sprints focusing on MVPs
Work based on gut-feeling, belief and general insights	Data-driven and trigger-based marketing through automation
Working on same processes but not together “Ordering” services from others	Selfsufficient, cross-functional teams, including business and IT
Challenge to integrate developments into operations	Same team development and operations (DevOps)

DE VIKTIGA PUSSELBITARNA

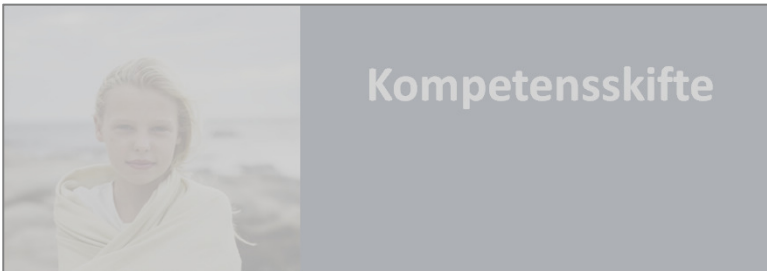




**Organisation och
arbetssätt**



**Digitalisering
& data-drivet**



Kompetensskifte

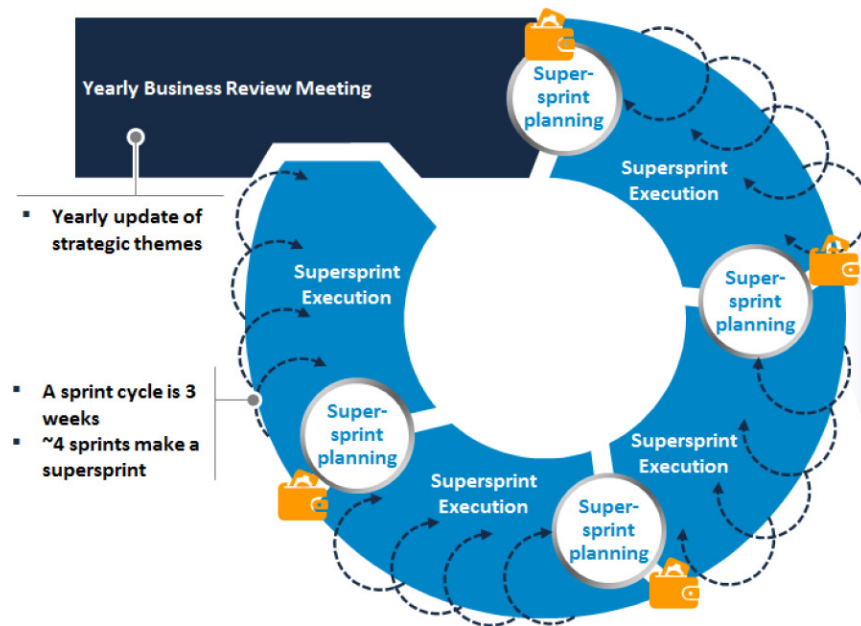


**Agil kultur
& mindset**

VÅR NYA OPERATING MODEL



VÅRT NYA ARBETSSÄTT

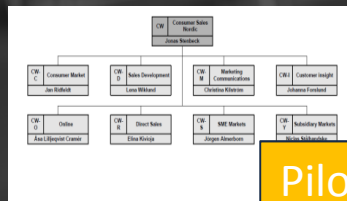


- Planeringscykler
 - Sprintar à 3 veckor
 - Tre "Supersprintar" per år à ca 5 sprintar
- Gemensam demo i slutet av varje sprint. Fokus på leveranser och "Minimum Viable Product"
- Mål och budget sätts per supersprint
- Supersprintplaneringen är en heldag i öppet landskap. Synkar mellan alla team och SPOer.
- Innan varje supersprint ser ledningsgruppen över och eventuellt justerar team set-up.

EN TRANSFORMATION I FLERA STEG

Functional organization

-> March 2016



Pilot

- Functional organization
- Project oriented
- Inside out
- Waterfall way of working

New agile operating model

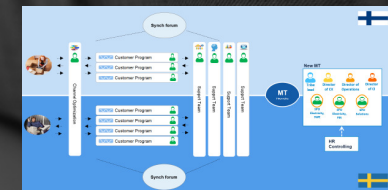
March 2016 – Feb 2017



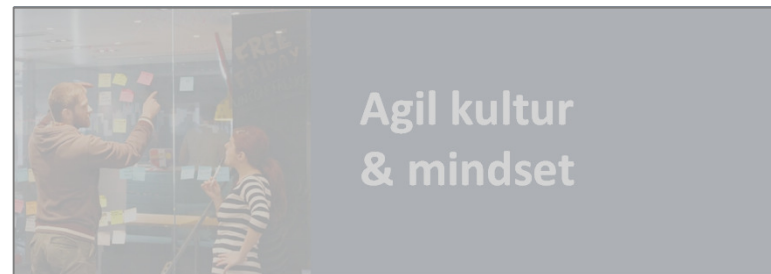
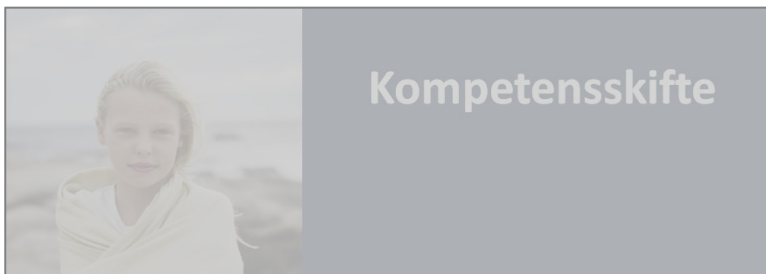
- Introduced a new operating model and agile & customer journey way of working in cross-functional teams
- Keeping "old" governance and functional organization

Fully agile organization

March 2017 -



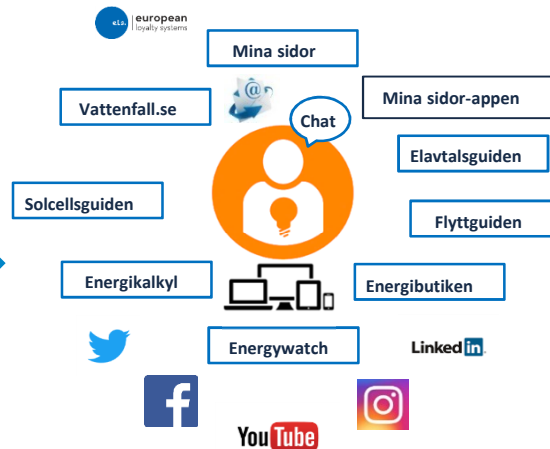
- Implement fully agile set-up including agile governance
- Improve focus on business and people leadership
- Replacing functional organization with competence chapters



CAPABILITIES TO MEET CUSTOMER EXPECTATIONS

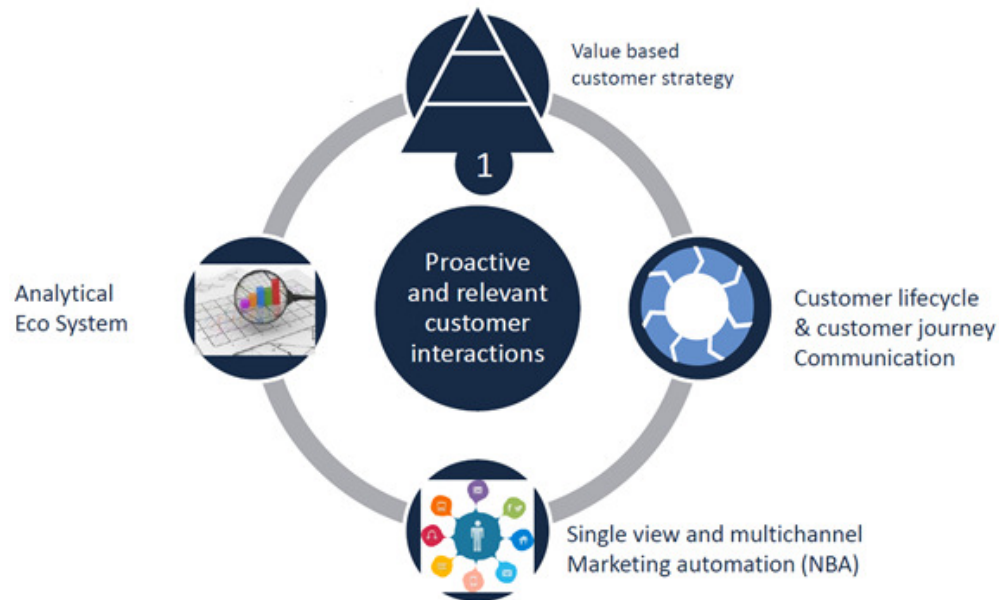
Modern consumers expect a streamlined, personalized digital experience, and they want to be treated as individuals.

Vattenfall needs to provide the relevant content, in the right moment, in any preferred channel and with a reasonable cost.



Align the digital eco system to support the customer journeys

NEXT GENERATION CRM AND CVM



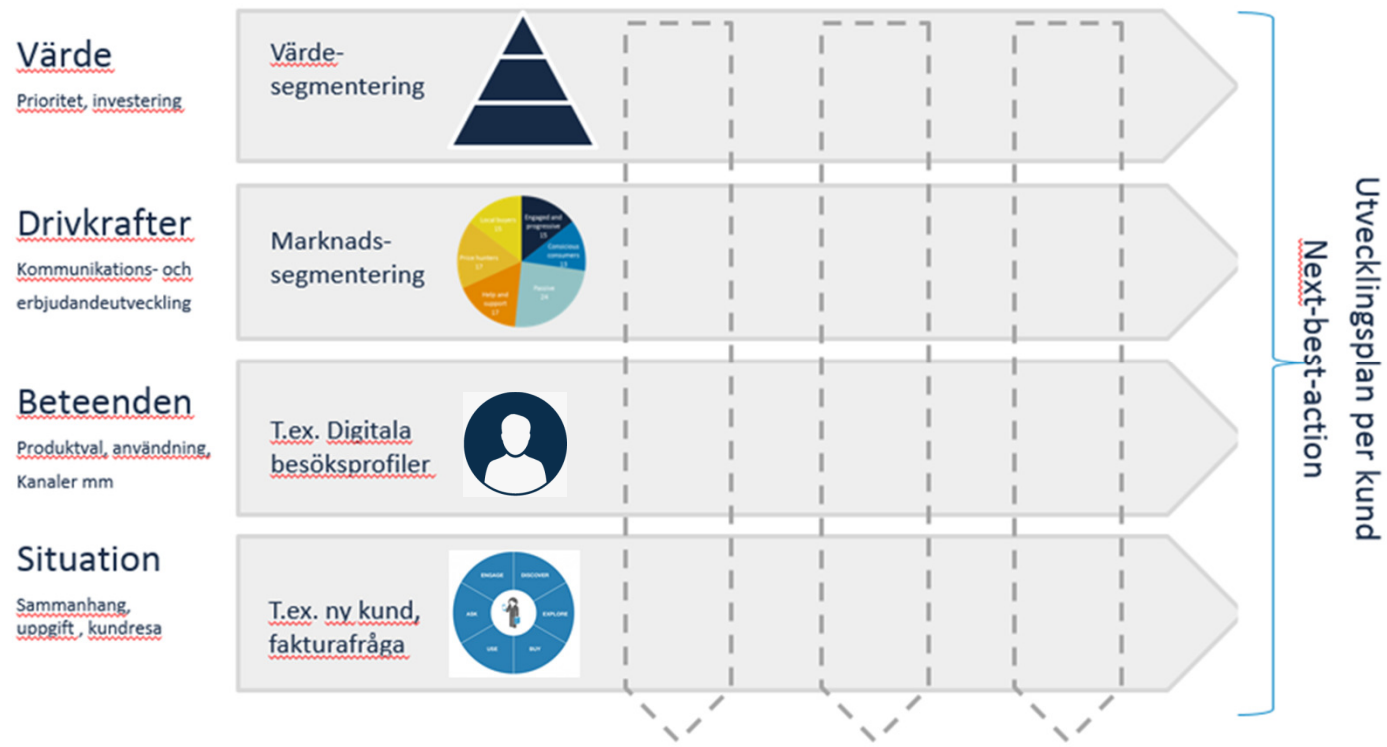
Implemented so far:

- Outbound SE May 2016
- Outbound FI Nov 2017
- Example dialogues: Onboarding journey, contract renewal, jNPS surveys, news letter.
- Pilot Inbound SE Customer Service: Sep 2018

Next steps:

- Scale-up Inbound CS
- Predictive modelling Portrait Miner
- Inbound Mypages

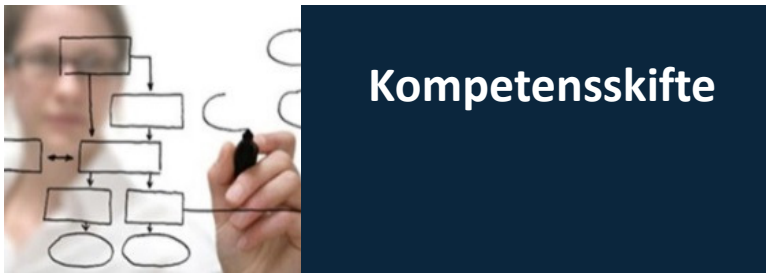
NEXT: DATA-DRIVEN MARKETING AND NEXT-BEST-ACTION




THE TEAMS OF DIGITAL EXECUTION AND ANALYTICS




- Dedicated IT and business resources in each team
- Follow same ceremonies and principles as all other scrum teams
- Reporting to Head of Digital Execution and Analytics (in Consumer Sales MT)



KOMPETENSER SAMLADE I SJU “CHAPTERS”



Traders
Business Developers
Use their solid business understanding to make deals that benefit our customer and us




Crafters
Customer Journey Experts
Orchestrate the network of “clicks, calls and paper” into smooth customer journeys



Alchemists
Analysts & Researchers
Find solid nuggets of customer and market insights from our internal and external data




Hunters
Sales Representatives
Directly interact with customers to find the best offerings fitting their needs



Builders
Processes & Systems experts
Work relentlessly to ensure our internal processes allow us to focus fully on customers

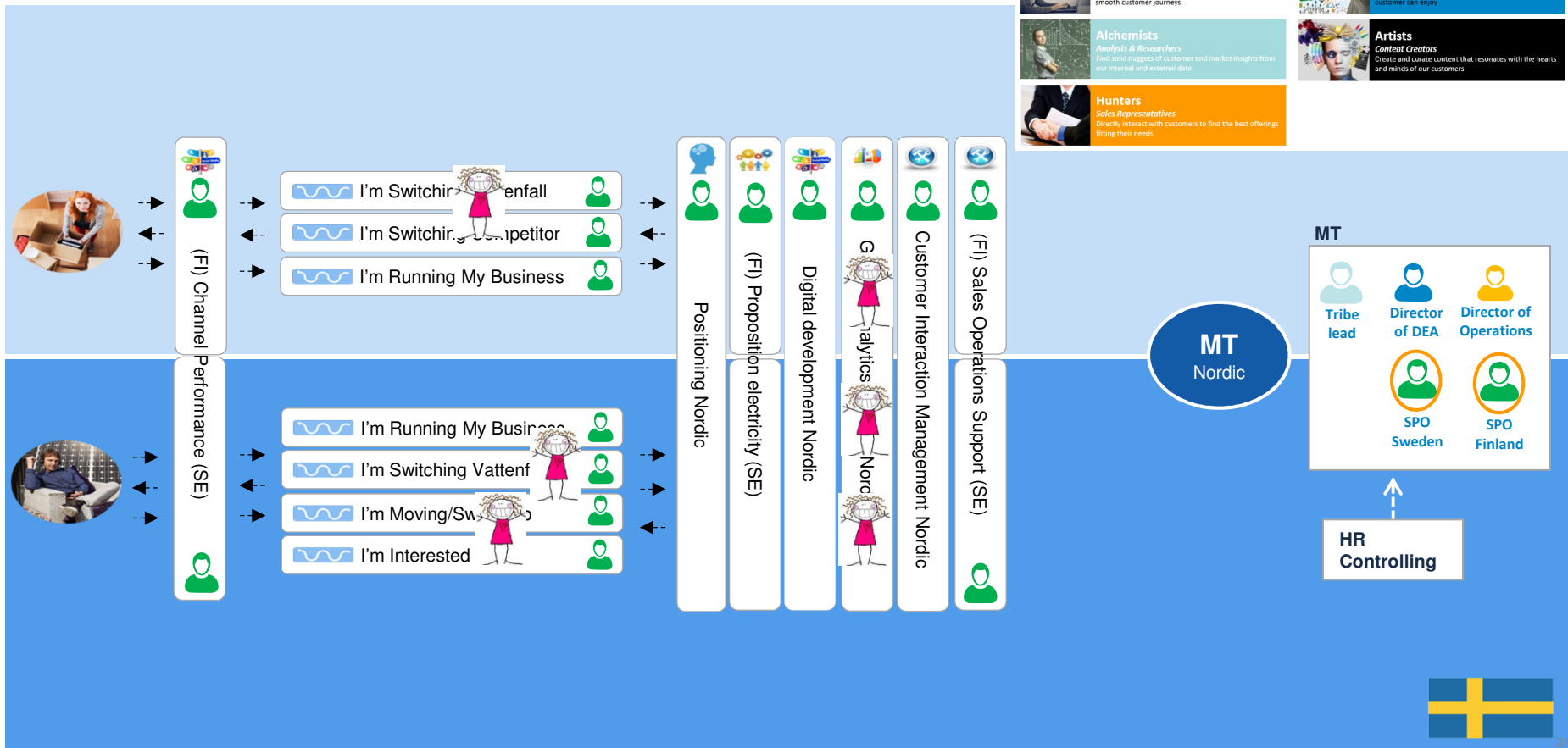


Blacksmiths
Proposition Developers
Forge raw ideas into products and services that our customer can enjoy

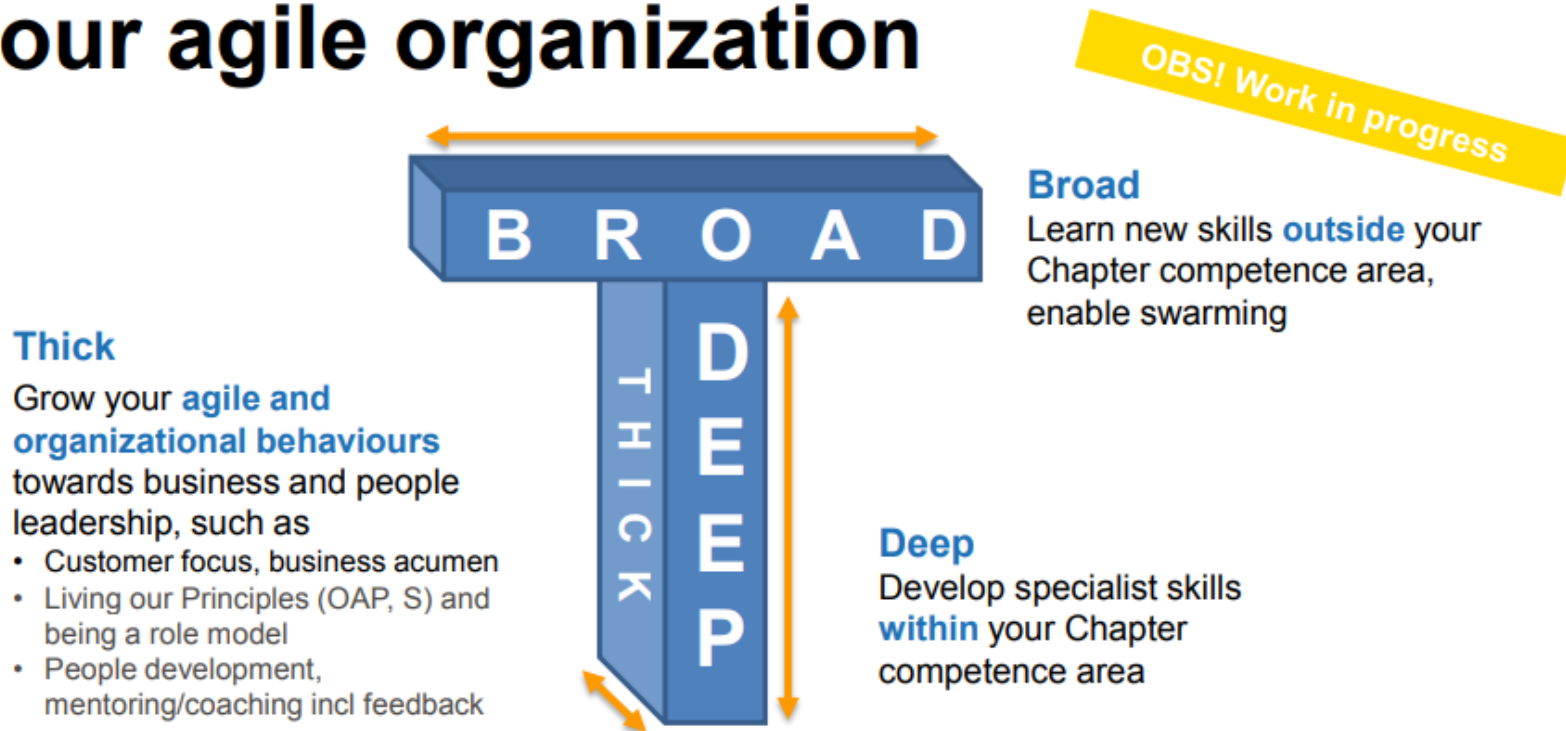


Artists
Content Creators
Create and curate content that resonates with the hearts and minds of our customers

OUR OPERATING MODEL



T-shaped development journey in our agile organization

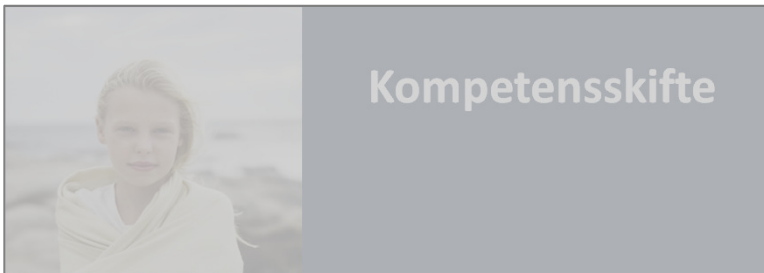




**Organisation och
arbetsätt**



**Digitalisering
& data-drivet**



Kompetensskifte

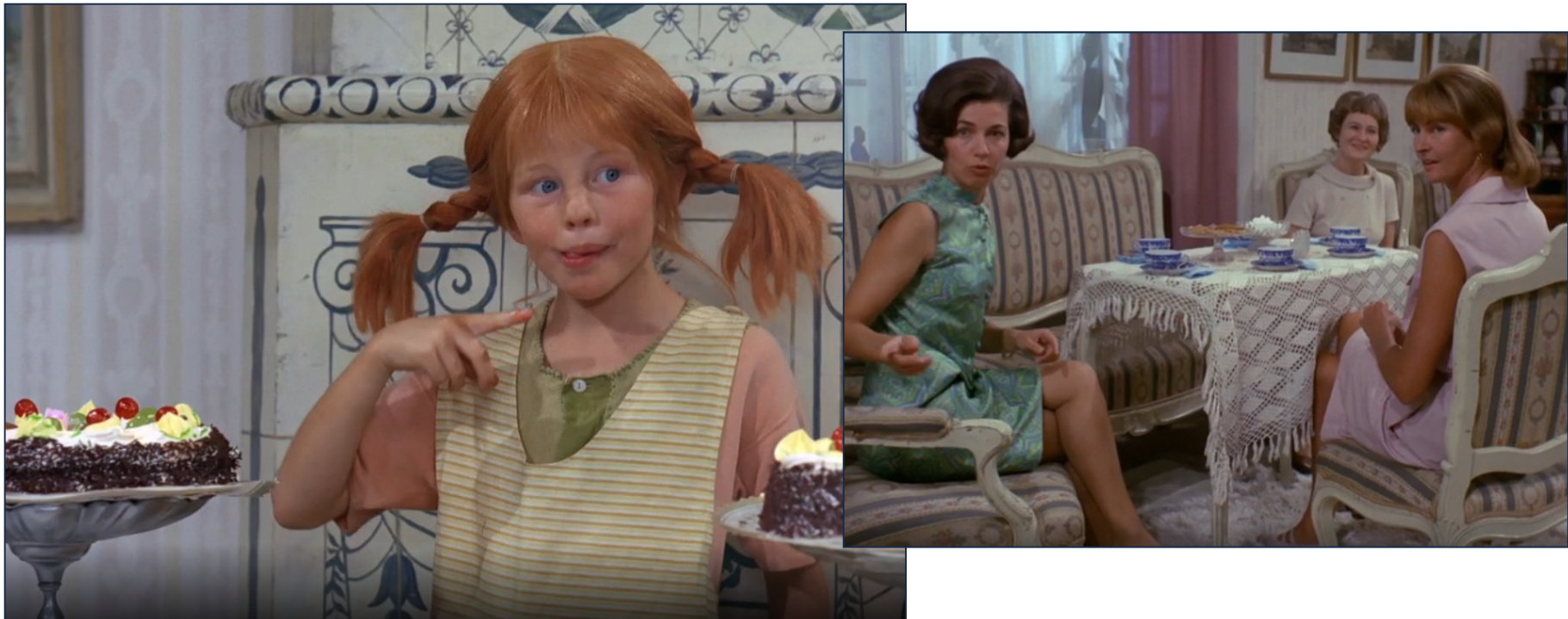


**Agil kultur
& mindset**









ALLA PÅ PLATS I "FINRUMMET"



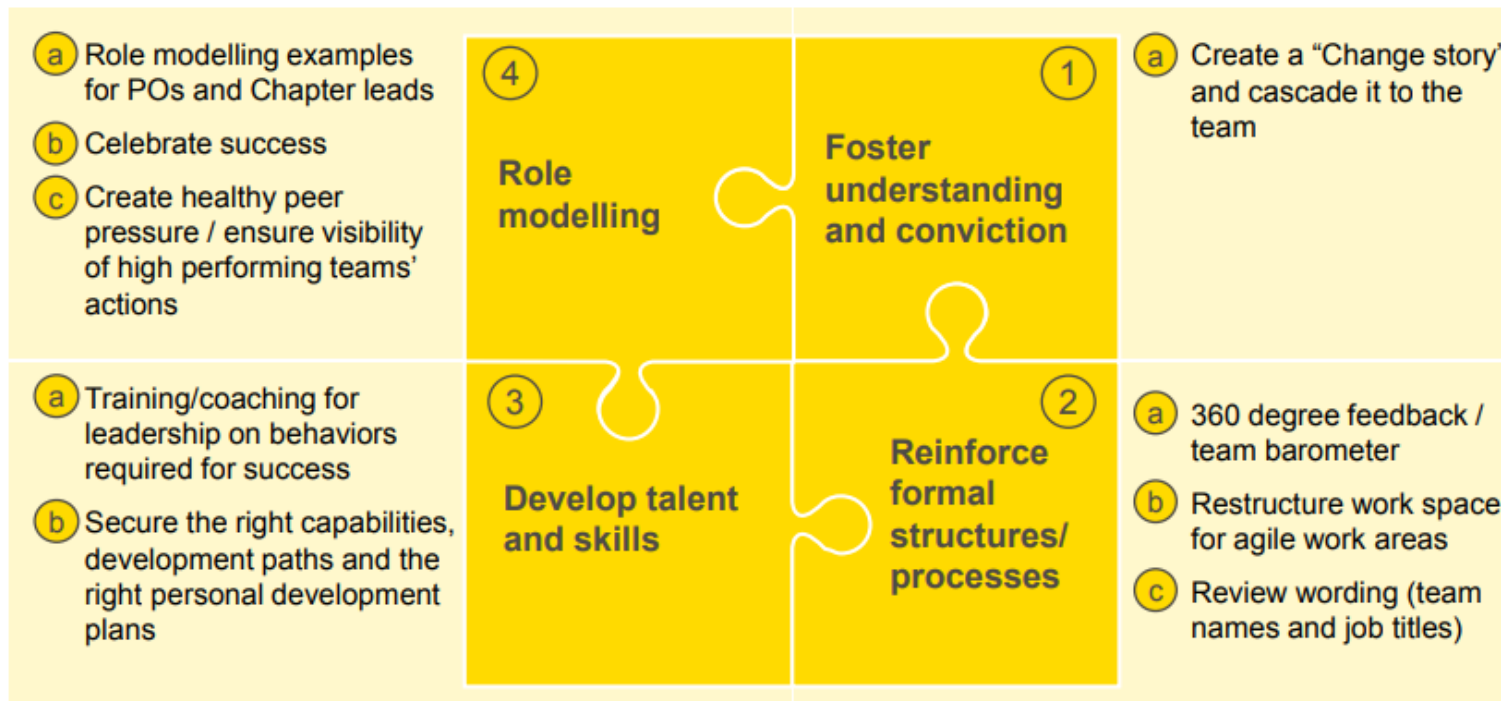
ALLA PÅ PLATS I "FINRUMMET"



FÖRÄNDRINGAR VI VILL ÅSTADKOMMA

	From...	...	To
From blaming to accountable	 <ul style="list-style-type: none"> • Complaining • Helplessness/giving up • Frustration • Escalation of small issues 	→	 <ul style="list-style-type: none"> • Hunger • Drive • Initiative • Try to solve issues at lowest level
From silos to cooperation	 <ul style="list-style-type: none"> • “Me”-thinking • Sub-optimized decisions • Overlaps in works/tasks • Limited knowledge sharing 	→	 <ul style="list-style-type: none"> • Integration of each other's perspectives • Joint problem solving • Cooperation in and between teams • Knowledge sharing / Openness / transparency
From passive to empowerment	 <ul style="list-style-type: none"> • Only minimum efforts done • Only following orders • Passiveness 	→	 <ul style="list-style-type: none"> • Walking the extra mile • Creativity • Curiosity
From talking to doing	 <ul style="list-style-type: none"> • Over-analyzing and planning • General managers • “tyckare” 	→	 <ul style="list-style-type: none"> • Test and learn • Fail fast • “Roll up your sleeves” culture

Suggested Actions to make the shifts

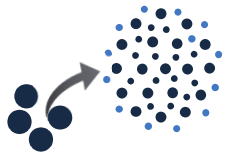


AN OFFICE LANDSCAPE OF PULSE AND COOPERATION



ACHIEVEMENTS SO FAR

INTERNAL BENEFITS



From 4 big broad yearly customer campaigns with 8 months lead time to a **continuous flow of 140+ tailored campaigns.** (Reduced risks, delivering value more often, faster feedback-loops, more relevant for the customers)



Reduced production time by 75% by t-shaping competencies and doing production ourselves (e.g. newsletter from 3 weeks to 3 days. New survey in hours)



Cut annual content production cost from external agencies by over 90%



From scattered and lengthy departmental planning processes to a one-day focused big room planning where all teams align and prioritize.



Increased time spent on innovation and testing new things in teams from 5% to 35%

EXTERNAL BENEFITS



Biggest increase in Swedish "Anseendeindex" (Swedish reputation index) among our peers in the energy business, **from 13 to 22 points** and second biggest increase among all Swedish brands. (Kantar/SIFO)



Overall uplift in all Customer Journeys;
Average jNPS went from -34 to +14

PEOPLE BENEFITS



Overall Employee Engagement increased by over 10%



Overall Employee Enablement increased by over 10%



In Employee surveys we see a great increase on topics like:

- “I believe I have the opportunity for personal development and growth” **(+50%)**
- “My BU is effectively managed and well-run” **(+40%)**

REFLECTIONS FROM MT AND EMPLOYEES ON TRANSFORMATION

From the MT perspective, we see...

- Increased customer focus & closer cooperation
- Employees have developed new competencies and demonstrate higher degree of empowerment and engagement

From our employees, we hear...

I feel very motivated!

The new way of working has improved the efficiency

Program that I'm working in, there is high customer centricity

I develop and get to try new things

I enjoy my work very much now. Change is good (and constant).

I can focus and now we get more work done!

I am more motivated and take bigger responsibilities

Resan går vidare...

