

Customer-Centric Transformation

Project Work I

Student



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Initial Situation: The automotive industry is undergoing rapid disruptions, challenging suppliers to keep up with new trends, regulations and customer behaviour. OEMs and Tier 1's are increasingly looking for suppliers developing innovative solutions that can compete on more than just price and quality.

The division automotive of SFS Intec AG sells components to Tier1 and OEM customers and the portfolio has developed to also provide assemblies. Thus, more design responsibility has passed from the customer to SFS and the cooperation during acquisition, development and series production has intensified. Hence SFS need to understand what value they bring to their customer, to depict what they can improve to reinforce their position in the market as well as attract customers.

Approach: During the project, a qualified and verified understanding of the customer journey for assembly products of SFS will be developed. Value creation will be analysed from the customer's and the seller's points of view. A deep understanding of the customer experience will serve to derive recommendations concerning the selling process and where to add value.

To gain this insight, open-ended interviews with SFS employees were conducted to develop hypotheses about values seen from the view of SFS. In addition, literature was investigated to receive an additional view on values in the selling process. The resulting hypotheses on value creation were challenged by conducting an open-ended interview with a customer of SFS. Using the results, a case example was built by means of a customer journey to retrieve ideas for the recommendations. To build recommendations fitting the customer, a persona was created. The persona comprised the expected characteristics and the common demands of an ideal customer of SFS. Observations and findings led to deriving three recommendations for SFS, that can help enhance the value selling and the selling process.

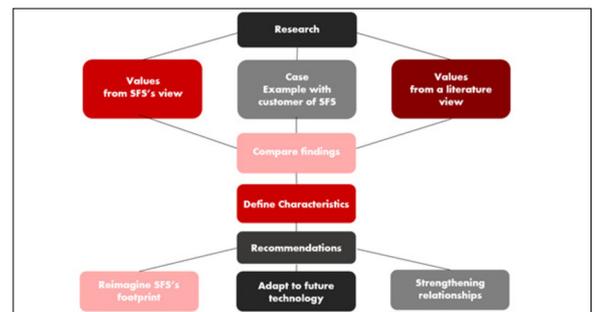
Result: Digesting the findings from research, it immediately seems that there is a significant coherence in what SFS do and what values they bring to their customers. The respondents in the interviews did not show signs of having substantial challenges in their daily business. However, the automotive industry keeps being disrupted and focusing on incrementalism can leave suppliers behind in the fast-evolving industry. The result comprised three recommendations:

- Reimagine the footprint of SFS: Enhance their sustainability profile and evaluate production plants' efficiency and locations.

- Adapt to future technology: Execute a digitalization strategy and explore new manufacturing processes, to become ahead of competitors.
- Strengthening relationships: Create more cost transparency for customers to increase trust and improve the relationship.

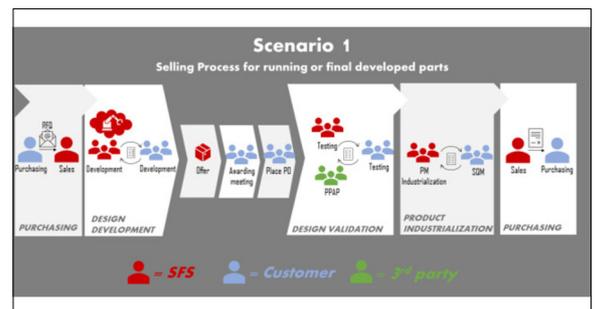
The process of the project work

Own presentation



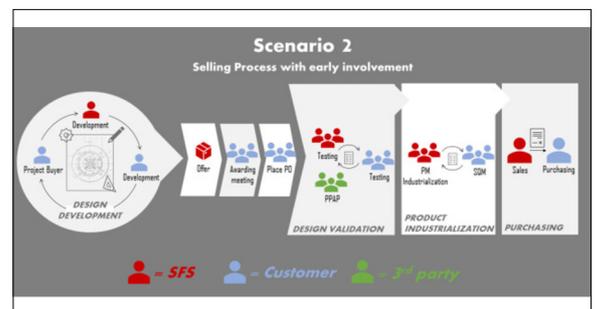
The selling process of scenario one, showing touchpoints between SFS, the customer and a third party

Own presentation



The selling process of scenario two, showing the touchpoints between SFS, the customer and a third party.

Own presentation



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