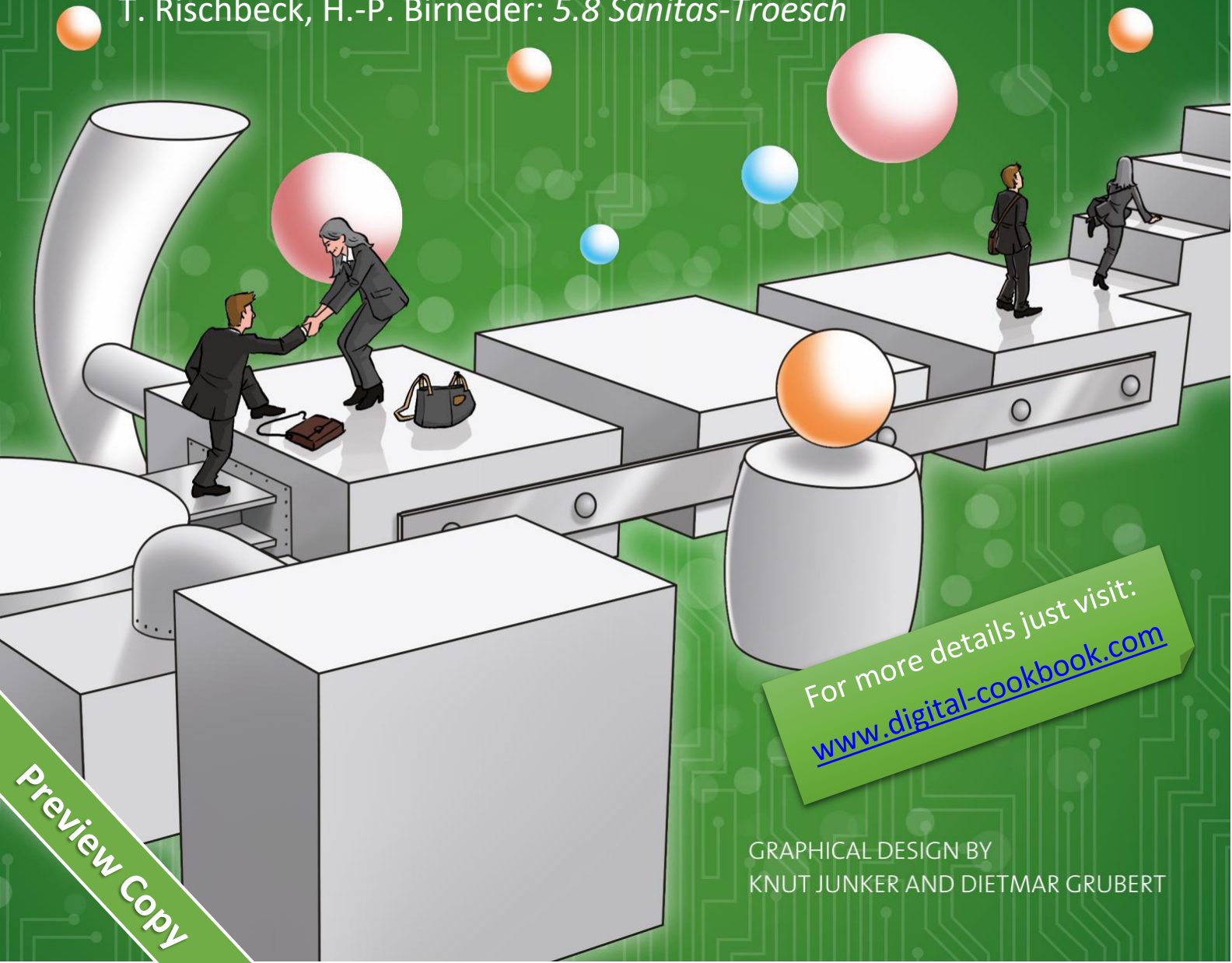


DIRK KRAFZIG • MANAS DEB • MARTIN FRICK

DIGITAL COOKBOOK

T. Rischbeck, H.-P. Birneder: *5.8 Sanitas-Troesch*



For more details just visit:
www.digital-cookbook.com

GRAPHICAL DESIGN BY
KNUT JUNKER AND DIETMAR GRUBERT

Preview Copy

Dear Reader,

You have chosen to open our book and to start diving into it. A cookbook on digitalisation.

‘A cookbook?’ you might ask yourself. ‘What the heck? I have work to do on digitalisation, that’s true, but why would I need a cookbook? What is this all about?’

Digitalisation is happening all around us. Our children, our parents, our friends and our colleagues, we ourselves – everyone has become used to the blessings of digital devices. We enjoy them every day, happily letting them completely transform our daily life. We understand that blessings never come without caveats, and hopefully we are aware of them, but we should also understand that such caveats are a core characteristic of any fundamental change. And this is precisely what digitalisation is – a fundamental change of our world, and subsequently of our businesses. Digitalisation is highly relevant in our private and business lives, and it is better to face up to the changes it drives.

Setting aside the sociological, cultural and macroeconomic changes driven by digitalisation in our societies, our focus here is on the microeconomic impacts on our businesses. Vast resources are available to support us in this comprehensive, all-encompassing transformation of our businesses. Every consulting firm on this planet will readily help us, not to mention the vendors jumping in with their tools, promoting their supposedly mind-boggling capabilities – some of which we know are, and some we know are not. A similarly vast literature is available on all facets of this topic. Just a couple of clicks or taps away on your favourite digital device. Why then, you might wonder, would someone write yet another book on the topic? And why on earth a ‘cookbook’?

Well, we set out to create a melange. Take a textbook-style approach to the broad spectrum of digitalisation’s facets, blend with the personal experiences of a wide range of distinguished guest authors from both business and academia, let it simmer for couple of months on low heat to let the distinct flavours of the various ingredients develop, and then season everything with a fictitious digitalisation story, told in the form of a comic highlighting the down-to-earth situations you will face in real life.

Et voilà! The cookbook is ready! It has been designed to give you practical advice on how to go about cooking up your own individual menu of digitalisation in the context of your individual business.

Select the recipes most relevant to you to push forward your digitalisation initiative given its current status, and develop your own interpretation of digitalisation.

Apply this book's recipes to your individual context and enjoy the result! Be a courageous cook yourself – consequential, innovative, determined. Adapt our recipes where necessary, and remember the motto: 'Everyone can cook'. Equally, everyone can digitalise their business – with just a couple of simple rules to follow.

So, here is the cookbook, ready for you to enjoy. To support you in your drive to implement digitalisation in your specific context, and to assist you in the shaping, planning and execution of a comprehensive transformation of the status quo (and you should not settle for less). It will accompany you and your business in meeting this challenge, to open up opportunities unthinkable even just a couple of years ago.

We, the three chefs of this cookbook, wish you an appetising, yet nutritious experience.

Dirk, Manas and Martin



COOL, ISN'T IT?

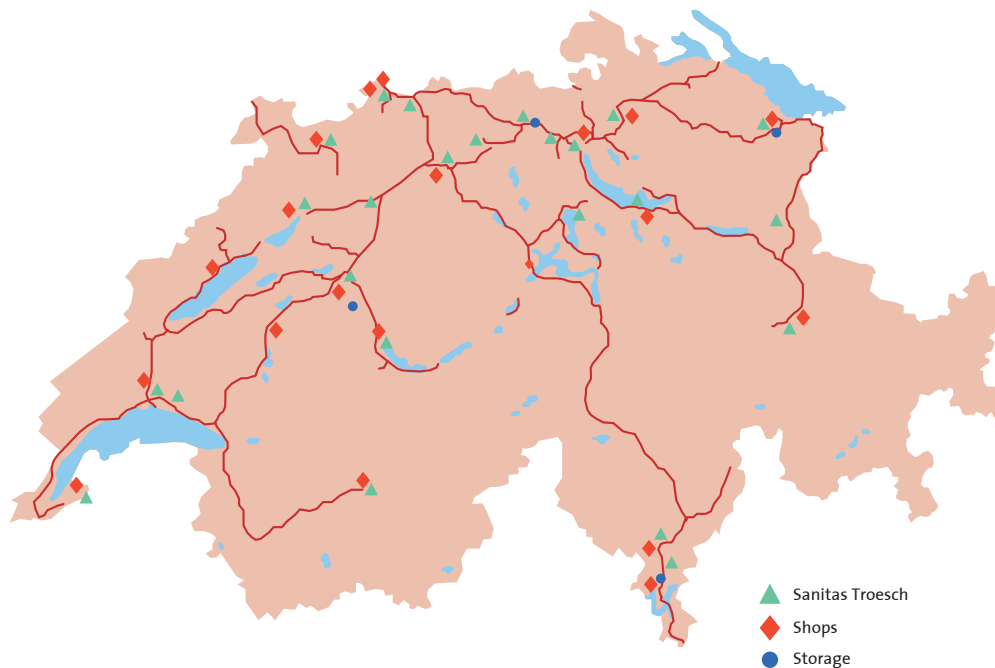
SANITAS TROESCH

- FOCUS PRIMARILY ON CUSTOMER EMOTIONS, NOT ON TECHNOLOGY
- A GOOD CUSTOMER EXPERIENCE IS PARAMOUNT
- DIGITALISATION PROJECTS DON'T HAVE TO BE COMPLEX

5.8 Sanitas Troesch

Sanitas Troesch, a traditional Swiss company with more than 100 years of history, is the leading provider of kitchens and bathrooms in Switzerland.

In its 19 modern showrooms, Sanitas Troesch presents inspiring examples of arrangements for kitchens and bathrooms, combined with a professional advisory service. The company's 31 sanitaryware shops provide plumbers with an assortment of 3,000 articles for repair and replacement. In 11 locations Küchenexpress provides a rapid repair service for kitchen equipment. The Element-Küchen subsidiary provides carpenters with a comprehensive assortment of high-quality kitchens and services from 10 regional centres. Sanitas Troesch generates annual turnover of CHF 500 million and has 980 employees. Since 2005 the company has been owned by the French Saint-Gobain group, which operates in 68 countries with over 170,000 employees.



The company strongly focuses on the quality of its customer interaction and engagement as a hallmark of its high-quality brand identity.

To appeal to a customer's need for individuality, the company offers almost unlimited customisation of materials, fittings, surfaces and colours on top of a catalogue comprising more than 100,000 base articles.

But Sanitas Troesch not only aims to respond to a client's taste or style. The company views itself as being in the business of selling emotions not technology, a business strategy also adopted by the automotive industry. On the understanding that emotions want to be experienced and shared, both before and after the sale, Sanitas Troesch makes it a priority to look for ways to enthuse potential buyers and give them confidence about their purchase. The social aspect of the sales process is crucial, since friends and family often act as important advisors – and can offer their own experience as long-term 'expert kitchen users'.

A prospective client buys a kitchen only once or twice in a lifetime – less often than they would typically buy a car. Since a customer is faced with such a vast choice of customisation options, an exact physical preview is often impossible. It is therefore paramount to give prospective owners confidence and trust in their choice.

For many years Sanitas Troesch has been providing CAD models and renderings of customers' dream kitchens to aid the imagination. The customer can experience the look of the final product from different angles, including an assimilated 'view out of the window' based on photographs. In a constant effort to make the experience even more realistic, the company experimented with 3D-printed models to add a haptic dimension to the preview. Even so, Sanitas Troesch's passion for quality was not yet satisfied.

The company's IT department researched innovative ways of engaging the digital customer. Could digital help the company better serve customers who cannot visually imagine a kitchen? Could it be done on a limited IT budget? Can it wrap its physical products within value-added digital services that appeal to the communication habits of a modern consumer? How are communication habits and client expectations changing and how can the company create and transport emotions in the digital age? Protecting its values, can the company give customers a good feeling about their choice before a purchase and how can overhead and churn in the showrooms be reduced? Can prospective customers share a kitchen design with their social network to gather broader feedback?

Sanitas Troesch decided on servicing the clients' emotional and social needs through a virtual reality application, implemented and experienced at low cost and with easy accessibility. Already having access to the 3D CAD data of every available kitchen in its range, including room layouts, the company identified Google Cardboard as a cost-efficient, low-barrier technology.

Going further, sharing and social components were added, which allow clients to access their design models in the cloud and to share content with friends and family securely. Integrating data between these components was a simple configuration task: the CAD software supplier implemented a customer portal to provide immersive models securely for download on mobile devices, giving access to a simple at-home 360° walk-through visualisation.

The application has been rolled out to all the company's showrooms. Advisors provide clients with individual download links in-store, who can then use the 360° walk-through visualisation at home – directly in the location of their future kitchen. They can also send invitations to their social network, not only creating personal emotions, but also a social network of emotions the clients can fall back on to strengthen their purchase decisions.

What has been the impact of the rollout on the sales process and client interaction? Client reaction has been extremely positive, as the following statements show:

'At last, I can imagine the kitchen.'

'Wow – I can really feel the kitchen.'

The sales team are also enthusiastic about the new solution. The immersive walkthroughs generate a sense of gamification and fun. Since Sanitas Troesch is the first kitchen supplier to provide virtual reality previews, the novelty factor is high. Word of mouth spreads and people want to try the solution at consumer shows. This creates additional brand appeal. It can also showcase kitchens otherwise not on view at the exhibition, e.g. cottage kitchens. Showroom overhead as well as customer churn are reduced and clients come to a final choice more quickly and with more confidence. All this goes to show that digitalisation projects do not have to be complex and can add tremendous appeal to the market through customer experience and emotional engagement.

About the Authors



Thomas Rischbeck is the Managing Partner of ITMC, a Swiss-based partner network. With ITMC, he helps clients achieve success in digital leadership – based on sound strategy and enterprise architecture. His vision is the closed loop between business and IT. Thomas has more than ten years of experience in IT strategy development and execution. He is passionate about research in SOA and related middleware technologies and also the author of three books, including a published dissertation and the ‘SOA Design Patterns’ book.



Hans-Peter Birnedner studied information technology and worked for more than 15 years as CIO at Bosch Security Systems, EMS Chemie, Schaffner EMV and Sanitas Troesch. He has focused during this time on process standardisation and implementation of ERP software, such as SAP, Oracle, Microsoft Navision and IFS. Alongside these activities he has focused on major quality and efficiency improvements. Transformation initiatives have become more and more important recently – such as the implementation of paperless archives, eShops or mobile apps. He lives in Balsthal near Zurich in Switzerland.